Special Project Report II

ON

Centralized Customer Flow Management and Appointment Systems

CCFMAS

Department of Technology # 2740-191

DMV # 2010-010

Field Operations Division

May 26, 2015

Version
3.0

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1.0 EXECUTIVE PROJECT APPROVAL TRANSMITTAL

SIMM Section 20A

External/Reportable

Special Project Report II
Executive Approval Transmittal

State Entity Name
Department of Motor Vehicles (DMV)

Project Title (maximum of 75 characters)	Department of Technology Project Number
Centralized Customer Flow Management and Appointment Systems	2740-191

Project Acronym	State Entity Priority	Agency Priority
CCFMAS	2	2

I am submitting the attached Special Project Report (SPR) in support of our request for the California Department of Technology's approval to continue development and /or implementation of this project.

I certify that the SPR was prepared in accordance with the State Administrative Manual Sections 4945-4945.2 and that the proposed project changes are consistent with our information management strategy as expressed in our current Agency Information Management Strategy.

I have reviewed and agree with the information in the attached SPR.
I certify that the acquisition of the applicable information technology (IT) product(s) or service(s) required by my Agency/state entity that are subject to Government Code 11135 applying Section 508 of the Rehabilitation Act of 1973 as amended meets the requirements or qualifies for one or more exceptions (see following pages).

APPROVAL SIGNATURES		
Department Information Security Officer		**Date Signed**
Printed Name:	**Rayfield L. Scott**	
Department Enterprise Architect		**Date Signed**
Printed Name:	**Janelle Dickey**	
Department Chief Information Officer		**Date Signed**
Printed Name:	**Stacy Cockrum**	
Department Budget Officer		**Date Signed**
Printed Name:	**Robert Crockett**	
Department Director		**Date Signed**
Printed Name:	**Jean Shiomoto**	
California State Transportation Agency Information Officer		**Date Signed**
Printed Name:	**James Duckens**	
California State Transportation Agency Secretary		**Date Signed**
Printed Name:	**Brian P. Kelly**	

1.1 IT Accessibility Certification

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IT Accessibility Certification

Yes or No	
YES	**The Proposed Project Meets Government Code 11135 / Section 508 Requirements and no exceptions apply.**
	The Request for Proposal specifies the vendor will ensure this solution meets Government Code 11135 and Section 508 Requirements. The Department of Motor Vehicle's current reasonable accommodations for employees with disabilities will still apply.

Exceptions Not Requiring Alternative Means of Access

Yes or No	Accessibility Exception Justification
NO	The **Proposed** IT project meets the definition of a national security system.
NO	The **Proposed** IT project will be located in spaces frequented only by service personnel for maintenance, repair, or occasional monitoring of equipment (i.e., "Back Office" Exception.)
NO	The **Proposed** IT acquisition is acquired by a contractor incidental to a contract.

Exceptions Requiring Alternative Means of Access for Persons with Disabilities

Yes or No	Accessibility Exception Justification
NO	(i.e., a significant difficulty or expense considering all Agency/state entity resources). Explain: Describe the alternative means of access that will be provided that will allow individuals with disabilities to obtain the information or access the technology.

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IT Accessibility Certification (continued)

Exceptions Requiring Alternative Means of Access for Persons with Disabilities

Yes or No	Accessibility Exception Justification
NO	No commercial solution is available to meet the requirements for the IT project that provides for accessibility. Explain: Describe the alternative means of access that will be provided that will allow individuals with disabilities to obtain the information or access the technology.
NO	No solution is available to meet the requirements for the IT project that does not require a fundamental alteration in the nature of the product or its components. Explain: Describe the alternative means of access that will be provided that will allow individuals with disabilities to obtain the information or access the technology.

2.0 INFORMATION TECHNOLOGY (IT): PROJECT SUMMARY PACKAGE

2.1 Section A: Executive Summary

1.	**Submittal Date**				
2.	**Type of Document**	Special Project Report II			
	Project Number	DMV # 2010-010	Department of Technology # 2740-191		
3.	**Project Title**	Centralized Customer Flow Management and Appointment Systems		**Estimated Project Dates**	
	Project Acronym	CCFMAS		**Start**	November 2, 2012
4.	**Submitting Agency/State Entity**	Department of Motor Vehicles		**End/Implementation**	March 30, 2018
5.	**Reporting Agency**	California State Transportation Agency		**PIER/Closure**	September 29, 2019

6.	**Project Objectives**
	Please note the objectives have been updated. 1. Reduce queue system downtime within field offices. 2. Increase the number of customers waiting less than 30 minutes for service by 30%. 3. Increase the customer satisfaction rate by 10% in regards to wait times after 1 year and an additional 10% by the second year. 4. Increase the number of appointment customers by 50%. 5. Reduce the number of display monitors in field offices; thereby providing a single uniform presentation for customers viewing queue ticket information and departmental messaging during their wait time in the office. 6. Reduce the number of customers missing their queue ticket being displayed and announced by 30%.

7.	**Proposed Solution**
	DMV will select, through the RFP process, a vendor to install and customize a centralized, web-enabled, non-proprietary Commercial Off The Shelf Software (COTS) Customer Flow Management System to be integrated with a Customer Appointment System and Message Boards with all related IP-based hardware.

8.	Major Milestones	Last Approved Completion Date	SPR 2 Estimated Completion Date
	Centralized Customer Flow Management and Appointment Systems		
	Initiation	11/2/2012	11/2/2012
	Planning	10/27/2014	9/25/2015
	Execution and Control	5/11/2017	3/30/2018
	Close-out	9/26/2018	9/29/2019
	Key Deliverables		
	Develop Charter Design	*	8/28/2012
	Document Requirements	*	1/17/2013
	Finalize RFP	*	11/14/2014
	Prepare Addendum 3	*	3/30/2015
	Develop Project Management Plan	*	11/29/2012
	Perform GAP Analyses	*	12/14/2015
	Prepare Business Requirements Documentation	*	4/6/2015
	Prepare System Requirements Specifications Documentation	*	11/30/2015
	Create Design Documentation	*	3/21/2016
	Develop CAS Migration Plan	*	3/4/2016
	Develop Detailed List by FO as to Status for New CQS	*	3/4/2016
	Prepare System Test Scripts	*	5/20/2016
	Prepare Regression Test Scripts	*	5/27/2016
	Prepare Performance Test Scripts	*	6/6/2016
	Prepare Web Penetration Test Scripts	*	6/13/2016
	Prepare User Acceptance Test Scripts	*	6/20/2016
	Testing Results	*	3/10/2017
	Develop Training Materials	*	10/11/2016
	Test Lessons Learned Report	*	4/3/2017
	Test Phase Go No Go	*	4/4/2017
	Appointment System Rollout	*	5/19/2017
	Pilot GO NOGO	*	6/30/2017
	CQS PILOT COMPLETE	*	6/30/2017
	Stage 1 Lesson Learned	*	8/4/2017
	Stage 1 GO NOGO	*	8/4/2017
	Stage 2 Lesson Learned	*	9/8/2017
	Stage 2 GO NOGO	*	9/8/2017
	Stage 3 Lesson Learned	*	10/13/2017
	Stage 3 GO NOGO	*	10/13/2017
	Stage 4 Lesson Learned	*	11/17/2017
	Stage 4 GO NOGO	*	11/17/2017
	Stage 5 Lesson Learned	*	12/29/2017
	Stage 5 GO NOGO	*	12/29/2017
	Post Implementation Acceptance	*	3/28/2018
	Lessons Learned Report	*	3/30/2018

* These items were not presented in the FSR

2.2 Section B: Project Contacts

Executive Contacts								
	First Name	Last Name	Area Code	Phone #	Ext.	Area Code	Fax #	E-Mail
California State Transportation Agency Secretary	Brian P.	Kelly	(916)	323- 5400		(916)	323- 5440	Brian.Kelly@CalSTA.ca.gov
State Entity Director	Jean	Shiomoto	(916)	657- 6940		(916)	657- 7393	Jean.Shiomoto@dmv.ca.gov
Budget Officer	Robert	Crockett	(916)	657- 7034		(916)	657- 6851	Robert.Crockett@dmv.ca.gov
Information Security Officer	Rayfield L.	Scott	(916)	657- 6050		(916)	657- 6565	Rayfield.Scott@dmv.ca.gov
Enterprise Architect	Janelle	Dickey	(916)	657- 8295		(916)	657- 8344	Janelle.Dickey@dmv.ca.gov
Chief Information Officer	Stacy	Cockrum	(916)	657- 8762		(916)	651- 2528	Stacy.Cockrum@dmv.ca.gov
Project Sponsor	William Dana Stacy	Davidson Halley Cockrum	(916) (916) (916)	657- 7061 657- 7058 657- 8762		(916) (916) (916)	657- 1707 657- 9007 651- 2528	William.Davidson@dmv.ca.gov Dana.Halley@dmv.ca.gov Stacy.Cockrum@dmv.ca.gov

Direct Contacts								
	First Name	Last Name	Area Code	Phone #	Ext.	Area Code	Fax #	E-Mail
Document Prepared By	Ivan	Ricardez	(916)	657- 1254		(916)	657- 8123	Ivan.Ricardez@dmv.ca.gov
Primary Contact	Ivan	Ricardez	(916)	657- 1254		(916)	657- 8123	Ivan.Ricardez@dmv.ca.gov
Contract Manager	Brian	Wong	(916)	657- 8319		(916)	657- 3549	Brian.Wong@dmv.ca.gov
Project Manager	Kramer	Michael	(916)	657- 8653		(916)	657- 7370	Mike.Kramer@dmv.ca.gov

2.3 Section C: Project Relevance to State and/or Department/Agency Plans

1.	What is the date of your current Technology Recovery Management Program (TRP) which is the DMV Technology Recovery Plan?	Date	1/7/2014
2.	What is the date of your current Agency Information Management Strategy (AIMS) which is the DMV Information Technology Strategic Plan (ITSP)?	Date	2012-2016
3.	For the proposed project, provide the page reference in your current AIMS/ITSP and/or Strategic Business Plan (SBP).	Doc.	ITSP
		Page #	7-12

4.	Is the project reportable to control agencies?		Yes
	If YES, CHECK all that apply:		
X	a)	The project involves a budget action.	
	b)	The new system development or acquisition that is specifically required by legislative mandate or is subject to special legislative review as specified in budget control language or other legislation.	
X	c)	The estimated total development and acquisition cost exceed the departmental cost threshold and the project does not meet the criteria of a desktop and mobile computing commodity expenditure (see State Administrative Manual (SAM) 4989 - 4989.3).	
X	d)	The project meets a condition previously imposed by the Department of Technology.	

2.4 Section D: Budget Information

Budget Augmentation Required?	Yes	If YES, indicate fiscal year(s) and associated amount:													
		FY	2012/13	FY	2013/14	FY	2014/15	FY	2015/16	FY	2016/17	FY	2017/18	FY	2018/19
			$233,360		$43,990		$0		$9,994,529		$300,000		$188,982		$228,380

PROJECT COSTS

1.	Fiscal Year (FY)	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	TOTAL
2.	One-Time Cost	332,950	133,460	320,058	11,108,238	2,532,103	1,600,570	0	**$16,027,379**
3.	Continuing Costs	0	0	0	0	0	403,224	1,431,817	**$1,835,040**
4.	TOTAL PROJECT BUDGET	**$332,950**	**$133,460**	**$320,058**	**$11,108,238**	**$2,532,103**	**$2,003,794**	**$1,431,817**	**$17,862,419**

PROJECT FINANCIAL BENEFITS

5.	Cost Savings/Avoidances	$0	$0	$0	$0	$0	$0	$0	**$0**
6.	Revenue Increase	$0	$0	$0	$0	$0	$0	$0	**$0**

2.5 Section E: Vendor Project Budget

Vendor Cost for FSR Development (if applicable)	**$**
Vendor Name	

Project #	**Project #**	2010-010
Doc. Type	**Doc. Type**	SPR II

VENDOR PROJECT BUDGET

1.	Fiscal Year	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	TOTAL
2.	**Primary Vendor Budget**	0	0	0	9,295,107	600,000	300,000	0	**$10,195,107**
3.	**Independent Oversight Budget**	0	18,760	112,560	112,560	112,560	84,420	0	**$440,860**
4.	**IV&V Budget**	0	12,000	73,000	48,000	50,500	40,000	0	**$223,500**
5.	**Other Budget**	233,360	13,230	28,644	111,345	0	0	0	**$386,579**
6.	**TOTAL VENDOR BUDGET**	**$233,360**	**$43,990**	**$214,204**	**$9,567,012**	**$763,060**	**$424,420**	**$0**	**$11,246,046**

(Applies to SPR only)

PRIMARY VENDOR HISTORY SPECIFIC TO THIS PROJECT

7.	**Vendor Name**	
8.	**Contract Start Date**	
9.	**Contract End Date (projected)**	
10.	**Amount**	$

PRIMARY VENDOR CONTACTS

	Vendor	First Name	Last Name	Area Code	Phone #	Ext.	Area Code	Fax #	E-Mail
11.									
12.									
13.									

2.6 Section F: Risk Assessment Information

Has a Risk Management Plan been developed for this project?	Yes

General Comment(s)
The Risk Management Plan follows California Project Management Methodology (CA-PMM), Project Management Body of Knowledge (PMBOK) and Institute of Electrical and Electronics Engineers (IEEE) standards and methodologies for identifying, tracking, mitigating, and ultimately minimizing the Centralized Customer Flow Management and Appointment Systems Project risks. The Risk Management Plan defines the risk management roles and responsibilities of the Centralized Customer Flow Management and Appointment System Project Team. A summation of the Risk Management Plan is contained in Section 5 of this SPR document. In addition, a completed Office of Information Security and Privacy Protection (OISPP) questionnaire is provided as Attachment 2.

3.0 PROPOSED PROJECT CHANGE

3.1 Project Background/Summary

The Department of Motor Vehicles (DMV) provides services to the public through a myriad of service delivery channels including the mail, telephone, Internet, and indirectly through public/private partnerships. DMV also provides services through in person visits utilizing a network of remote facilities statewide. There are 174 field offices (FO) that provide in person services to the public and 13 industry centers that support in person visits from private organizations such as new and used car dealers, registration service providers, and other motor vehicle related industry customers.

Within the Department's current Strategic Plan is a service goal to "Enhance services to our internal and external customers", focusing on aligning products, services and resources with the customer's needs. Despite the various self-service and alternative service delivery channels, approximately 27 million Californians still visit a DMV field office to conduct business each year.

The DMV field office represents the face of the Department and in most respects, the face of Government for most California residents. The primary focus of the Department is to provide prompt, efficient and accurate service to all customers visiting a field office to conduct their Driver License and Vehicle related business.

The Customer Queuing System (CQS) tracks and stores the current and historical wait-times and workload information. The system provides real-time and historical information relating to peak workload periods, work-mix, and resources available. The data allows DMV managers to determine when staffing adjustments should be made to best meet customer needs. The real-time work-mix analysis and actions assure the appropriate expertise is available to serve DMV customers. Management analysis of the historical data is also conducted at DMV Headquarters (HQ) where staff is assigned to develop a variety of customized reports for use by the Directorate and others.

The ability to provide quality customer service within the field office depends on several factors such as the ability to manage resources, processes, and workloads. The cornerstone of the field operations relies on the information provided by a Queue Management tool.

The old CQS began experiencing an increase in the number of system/application failures such as corrupted data/system files. Some failures resulted in the DMV FO staff reverting to a manual customer flow process until such time as the incidents are resolved and the system is restored to full operation.

California Vehicle Code 1656.5 states the DMV may enter into a contract with a private vendor for the purpose of acquiring and utilizing message display systems. This provides the Department with the authority to utilize a message board system in DMV's field offices to deliver customers with: 1) DMV related news, 2)

Information regarding the ever-expanding DMV service offerings available through the Internet and self-service terminals, 3) Messages that encourage public safety, 4) Live Amber Alerts, 5) Live emergency local road and traffic conditions, and 6) Product and service advertisements that are in the best interests of the motoring public.

In early 2012 message boards were installed in 25 locations which were expanded to 83 in late 2014. These vendor supported message boards provide informational messages to customers waiting in the lobby of the 83 offices.

Message boards display DMV related news, information, and messaging. They increase public awareness of services available through DMV's internet website and self-service terminals. They provide messages that encourage public safety, AMBER alerts, live road and traffic conditions as well as product and service advertisements that are to the best interests of the motoring public.

Each hour of display time is divided into 45 minutes of DMV related content and 15 minutes of contractor provided advertisements in segments no longer than 2 minutes in length.

3.2 Project Status

The Centralized Customer Flow Management and Appointment System (CCFMAS) Project Feasibility Study Report (FSR) was approved by the Department of Technology (formerly known as the California Technology Agency) in December 2011. In October 2012 DMV acquired an Acquisition Consultant to develop the Request for Proposal (RFP) to procure a new vendor solution.

In December of 2013, the Department received approval of the Special Project Report (SPR) to move forward with the release of the RFP (DMV2740-191) in January 2014. The project experienced additional setbacks when the final bid submissions were reviewed and found to be non-responsive resulting in a cancellation of the procurement. Subsequently, DMV has begun a second procurement and released the new RFP on January 16, 2015. During the vendor question/comment period, the Department determined the need to amend the scope and adjust the schedule.

The project expenditures to date total $578,142:

- One time staff costs - $244,749,
- Independent Project Oversight (IPOC)- $84,420,
- Independent Validation and Verification (IV&V) - $40,000, and
- RFP Vendor - $208,973.

3.3 Reason for Proposed Changes

Reason for Proposed Change	Reason for Deviation
Scope Deviation	• Integrate the CCFMAS and message board functionalities into a single, unified view on all field office monitors. • Change the requirement that DMV owns the monitors to allow the option for solution vendor owned monitors.
Schedule Deviation	• Procurement delays. • Addition of the message boards to the scope of the project.
Costing Deviation	• Additional deliverables will be added to the Consultant Contracts. • Project Management Consultant.

Reason for Scope Deviation:

The current queuing system includes monitors that display ticket numbers for the next customer to be served; this visual aid is the primary means for directing the customer to the appropriate technician window for service. Monitors are owned and replaced by DMV and may range in size to facilitate various installation methods e.g., (ceiling mount, wall mount, pedestal mount, etc.) and differ in type/model based on individual procurements.

Message board monitors provide informational messages of interest to customers while they are waiting to be served and help to relieve the tedium of long waits that exist in many of our larger field offices. This program allows the State to impart important information to the public as well as product and service advertisements.

Offices typically have multiple queue monitors installed throughout the customer lobby for easy viewing; this is also true of the message board monitors. Consequently, customer lobbies in many offices display multiple queue monitors and multiple message board monitors that compete for customer viewing; multiple monitors in varying sizes and type create a jumbled haphazard look and detract from the professionalism of the office environment.

Additionally, customers viewing a message board monitor may miss their number when displayed on the queue monitor; this leads to delays in service, increased customer wait times and reduced customer satisfaction. DMV experiences over 100,000 customers per year not reporting to the designated window within the allotted time.

This SPR represents a change in scope that will allow DMV to include the integration of the CCFMAS and message board functionalities into a single unified view on all of the field office monitors. Combining the queue and message board functions into a single monitor will reduce the number of monitors required in each office lobby thereby enhancing the business and professionalism of the office environment, and allow customers to view both message types simultaneously without risk of service delays.

Additionally, the scope change will modify the current requirement for state owned monitors to allow the option of vendor owned monitors; this change is expected to improve vendor participation in the bidding process.

Reason for Objective Changes:

The original objectives for the CCFMAS project were developed when the department was experiencing daily issues with the Q-Win system utilized for customer queueing in 133 field offices. With the upgrade of that system from Q-Win to Orchestra, a number of those issues were addressed leaving the corresponding objective unnecessary. As the project evolved and further information regarding possible solutions were evaluated and incorporated into the solicitation document, it became apparent the project objectives needed to be reevaluated and revised to align with the new solution being proposed.

Current	New
Acquire a robust Customer Flow Management System (CFMS) to reduce failures and malfunctions by 70% after 1 year.	Reduce queue system downtime within field offices.
Reduce the % of customers waiting over 30 minutes from 40% to 30% after 1 yr. and 30% to 20% after 2 years.	Increase the number of customers waiting less than 30 minutes for service by 30%.
Reduce the altercations/incident occurrences involving customers by 25% after 1 yr.	
Increase customer satisfaction rate in regards to wait times from 63% to 70% after 1 yr. and 70% to 80% after 2 yrs.	Increase the customer satisfaction rate by 10% in regards to wait times after 1 year and an additional 10% by the second year.
Increase the number of FOs utilizing the CQS from 80% to 100% giving a complete perspective on statewide analytics.	
Allow all FOs, statewide, to have access to the new CFMS.	
Increase the number of appointments / virtual	Increase the number of appointment

queue customers from 23% to 50% after 2 years.	customers by 50%.
Keep current with operating systems, vulnerability, patches, and software updates.	
Ability to update, develop, and support the Customer Appointment System (CAS) using a common modern programming language.	
Centrally manage and update CFMS statewide. Reduce resources necessary for major/minor updates.	
	Reduce the number of display monitors in field offices; thereby providing a single uniform presentation for customers viewing queue ticket information and departmental messaging during their wait time in the office.
	Reduce the number of customers missing their queue ticket being displayed and announced by 30%.

Reason for Schedule Deviation:

The schedule has been adjusted to reflect:

- Final bid submissions of the first RFP were reviewed and found to be non-responsive, resulting in cancellation of the first procurement. The new RFP could not be published until January 2015 causing a 6 month delay in the project schedule.
- Addition of the message boards to the project scope.

Reason Costing Deviation:

As a result of the addition of the message board functionality, it will be necessary to develop an addendum to the released RFP detailing the new requirements. The RFP consultant's contract provides for a deliverable in the event additional work is required.

Both the IPOC and IV&V consultant contracts will be extended through the new implementation date. As a condition of approval for the original SPR, the Department of Technology required DMV to obtain the services of a Project Management consulting service to assist with the CCFMAS project. The cost for this service is included in this SPR.

Monitors, installation, cabling and support are already included in the estimated project cost and based on the market analysis performed by IV&V, many solution vendors have integrated message board capability; therefore, it is DMV's expectation

the addition of this functionality will not significantly increase the proposed cost. It will be the CCFMAS solution vendor's responsibility to provide the message board service and support throughout the life of the contract.

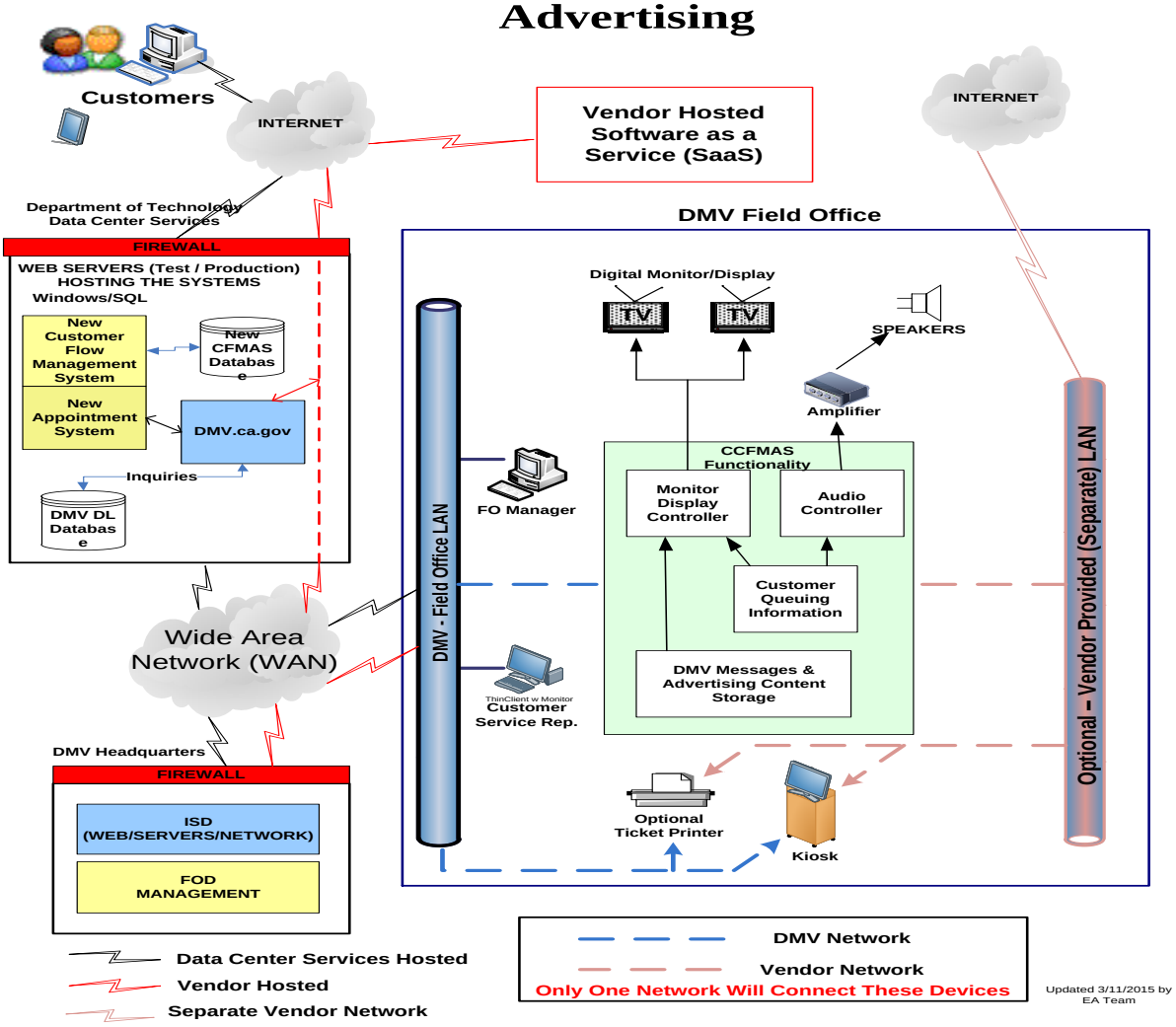
3.4 Proposed Project Change

Proposed Scope Change

The original proposed solution is revised to include an integrated message board system, utilizing the CCFMAS monitor, which will provide the capability to show DMV messages and advertising content in each field office.

The following diagram depicts the proposed CCFMAS queue system that includes functionality for addition of the message boards.

Proposed Queue System with DMV Messages & Advertising



Proposed Objective Changes:

Following are the revised project objectives which better correspond to the proposed solution:

ID	Objective	How the Objective will be met	By When
1	Reduce queue system downtime within field offices.	By maintaining a 99% system availability during core business hours.	1 year after implementation
2	Increase the number of customers waiting less than 30 minutes for service by 30%.	An integrated queue/appointment system will allow the field office to better manage workload with resources resulting in a more efficient customer flow.	1 year after implementation
3	Increase the customer satisfaction rate by 10% in regards to wait times after 1 year and an additional 10% by the second year.	An integrated queue and appointment system will enable the department to fully manage the customer experience from the initial appointment reservation through service delivery.	2 years after implementation
4	Increase the number of appointment customers by 50%.	Through the use of historical and real-time data from the appointment and queue systems allowing offices to fully utilize available resources to increase the number of appointments in each location.	2 years after implementation
5	Reduce the number of display monitors in field offices; thereby providing a single uniform presentation for customers viewing queue ticket information and departmental messaging during their wait time in the office.	Integrate queueing and messaging information with each monitor display and reduce the number of display monitors by 40%.	1 year after implementation
6	Reduce the number of customers missing their queue ticket being displayed and announced by 30%.	Through the use of an integrated display, the customer's focus will be directed to one viewing location.	2 years after implementation

The metrics defined in the objectives will be baselined one month prior to the first production implementation of the new system. The metrics will be created from reports generated from data stored in the current applications database, Remedy tickets and customer satisfaction surveys. The baseline data will be stored in the project repository for future reference in the Post Implementation Evaluation Report.

Proposed Schedule Change:

The project schedule will slip by 11 months. The new implementation date is March 30, 2018.

Proposed Costing Change:

One-time IT Costs	Last Approved	Proposed Alt	Difference	Reason for Change
Staff (Salaries & Benefits)	$3,418,624	$2,689,418	-$729,206	calculation formula error; normal salary increases
Project Management	$0	$1,500,000	$1,500,000	External Project Management Service
Project Oversight	$432,714	$440,860	$8,146	Updated to reflect actual bid and additional 10 months
IV&V Services	$278,314	$223,500	-$54,814	Updated to reflect actual bid
Other Contract Services	$335,120	$386,579	$51,459	Additional charges to update the RFP
Total One-time IT Costs	**$15,251,794**	**$16,027,379**	**$775,585**	Noted above

Continuing IT Costs				
Staff (Salaries & Benefits)	$581,649	$611,705	$30,056	Updated to reflect normal salary increases
Contract Services	$738,864	$852,535	$113,671	Updated to reflect new implementaiton date
Total Continuing IT Costs	**$1,691,313**	**$1,835,040**	**$143,727**	Noted above

3.4.1 Accessibility

The RFP specifies the vendor will ensure this solution meets Government Code 11135 and Section 508 Requirements. The Department's current reasonable accommodations for employees with disabilities will still apply.

3.4.2 Impact of Proposed Change on the Project

Impact of Proposed Scope Change:

The change in scope is expected to:

- Extend the project implementation date
- Reduce the number of monitors required in each field office
- Reduce the number of monitors required by providing a single unified view on all of the field office monitors

- Increase the business and professionalism of the office environment by installation of same size/type monitors
- Improve visibility to queue ticket numbers for all customers
- Eliminate competing visuals by focusing the customer's attention to one viewing area
- Provide the infrastructure for DMV messaging across all field office regardless of size

Impact of Proposed Objective Change:

No impact.

Impact of Proposed Schedule Change:

The extended project schedule results in increased consultant contract fees and staff costs as a result of the additional time required to complete the scope changes and obtain necessary approvals.

Impact of Proposed Costing Change:

There will be minimal impact as the additional total cost of $919,312 will be funded through the departmental budget. The funding request has not changed. (The staff costs were overstated in SPR 1 due to a calculation formula error.)

3.4.3 Feasible Alternatives Considered

The alternative to the proposed additional scope would be to continue down the current path of addressing the queue system displays only. The CCFMAS project could be implemented within the current approved scope with only a deviation to schedule.

This would require installing the estimated 442 monitors for displaying queue ticket information throughout 187 facilities in addition to current monitors being used to display DMV messaging. This approach would also require the placement of the queue monitors to be adjusted to a non-optimum location as a result of the current placement of the message board monitor.

Additionally, this approach would not address the current issue of customers missing their ticket number being displayed due to poor visibility; thus maintaining the approximate 100,000 annual customers requiring a second number to be issued and additional wait time for service.

3.4.4 Implementation Plan

There is no change to the Implementation Plan with the exception that the selected vendor will be responsible for installing all networking and cabling for the hardware required in the FO implementation. This includes Lobby TV monitors, Printers and Kiosks. Additionally, the current requirement for state owned monitors is modified to allow the option of vendor owned monitors.

4.0 UPDATED PROJECT MANAGEMENT PLAN

4.1 Project Manager Qualifications

Project Manager Level: 2

Experience: Experience: 3 – 5 years as a key team member on a medium or large IT project or as a Project Manager on small or medium IT project. Technical experience commensurate with the proposed technology.

Professional Knowledge: Professional Knowledge: Strong working knowledge of the CA-PMM, department's methodology, Software Development Life Cycle (SDLC), familiar with CA Budgeting, Procurement and Contracting processes.

Note: The Project Manager must be California-Qualified (Cal-Q) Certified, unless granted an exception by the Department of Technology. The Project Manager must have the required primary/secondary courses completed and/or experience documented and approved in accordance with the skill level/years of experience required by the Project Manager (PM) and the project.

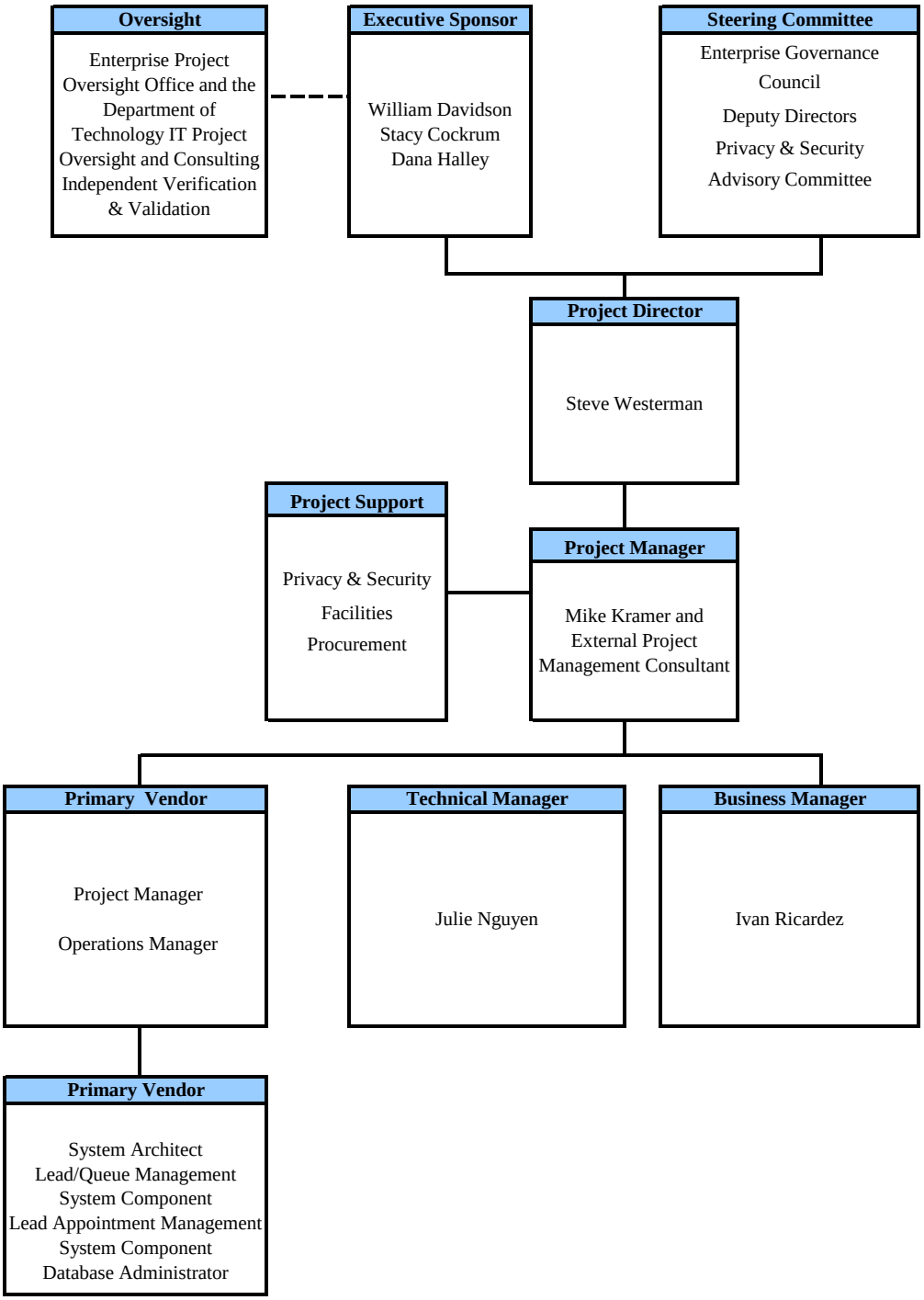
The DMV Enterprise Project and Portfolio Management (EPPM) Section has assigned a Senior Information Systems Analyst as the CCFMAS Project Manager. The PM has 40 years of experience in Information Technology that includes Computer Operations, Applications Development, Systems Engineering and over 13 years project management knowledge and experience. The PM is also CalQ qualified, which fulfills the Department of Technology's Project Manager Requirements for managing State IT projects. The PM has successfully completed DMV IT projects in a Project Manager role.

As required in the Department of Technology approval letter, dated December 23, 2013, DMV will hire and secure Project Management consulting services to assist in executing project management processes and procedures.

4.2 Project Management Methodology

The Project Management Methodology used by the DMV follows the Department of Technology CA-PMM guidelines as stipulated in Statewide Information Management Manual (SIMM), Section 17.

4.3 Project Organization



4.4 Project Priorities

Decisions are guided by the following project trade-off matrix:

Schedule	Scope	Resources	Quality
2	*3*	*4*	*1*

- *1 = Most important/constrained factor – the factor cannot be changed.*
- *2 = Next most important factor – the factor is somewhat flexible to the project circumstance.*
- *3 = Factor can be adjusted.*
- *4 = Most flexible of the four factors.*

4.5 Project Plan

4.5.1 Project Scope

- In Scope:

  1. Install web-enabled CFMS technology to replace the current queuing system in all FO.
  2. Include a report generator with the CFMS and CAS that utilizes Microsoft SQL Server database or equivalent for on demand customization of performance factor reports.
  3. Include an integrated CAS with the CFMS.
  4. Integrate CFMS and Message Board display functionalities into a single unified view on all of the FO monitors.

- Out of Scope:

  1. The initial deployment and utilization of the new system beyond the 187 facilities.

4.5.2 Project Assumptions

1. A phased rollout will be used to deploy the new CCFMAS Application.
2. The current CQS and Appointment system will be maintained throughout the deployment of the new CCFMAS.
3. The production terminals used in the FOs and Telephone Service Centers will support the required web-browser version needed for the CFMS and CAS.

4.5.3 Project Phasing

This project will follow the Waterfall Model in multiple phases:

- **Procurement Phase** – Develop RFP, Respond to bidder questions and develop addendums if needed.
- **Analysis Phase** – Develop Business Requirements Document, System Requirements Specifications and Use Cases, Onboard vendor, Review BRD with vendor, Vendor and DMV site surveys, Sync schedule with vendor, Develop Test strategy, Security and Privacy assessments.
- **Design Phase** – Develop detailed design documents, CAS Migration plan, FO readiness, Develop Implementation and Test plans, Security and Privacy assessments.
- **Build Phase** – Create, configure and validate Development, Test, Pre Production and Product environments, Build FO test environment at HQ, Develop Training plan, Security and Privacy assessments.
- **Test Phase** - Execute test plans (System Test, Regression, Penetration, Vulnerability, Performance/Load, User Acceptance Testing), Security and Privacy assessments.
- **Implementation Phases**
  - Rollout new Appointment System
  - Pilot CQS to selected FOs
  - Phased Rollout to approximately 30 FOs per month
    - At each FO
      - Install FO hardware (Audio, Ticket printers, Monitors)
      - Install Message Board Infrastructure at FO
      - Install CQS for FO

4.5.4 Project Roles and Responsibilities

The Project Management Roles and Responsibilities used by the DMV follows the Department of Technology CA-PMM guidelines as stipulated in SIMM, Section 17.

Project Steering Committee

The Steering Committee will provide strategic direction, and resolve conflicts regarding the scope, cost, schedule and quality of the project or expedite a process that is not resolved at a lower level. The committee is responsible for providing and maintaining the resources needed for the successful completion of the project. Also the committee will provide leadership, support, and assist in implementing departmental policies as required to support the project.

The Steering Committee will primarily communicate and provide direction through the Project Director or Project Manager. The Steering Committee has the responsibility to ensure that the DMV

Director and Project Sponsor are provided information on the project. Members help to ensure the success of the project strategy by sharing project information with the stakeholder groups they represent.

Steering committee meetings will include the core team (Project Director, Project Manager, Business Manager and Technical Manager) but not all team members.

Project Sponsor

- Approves the Project Charter, Project Management Plan and Project Schedule, including significant changes.
- Champions the project, Project Director, Project Managers, and project team.
- Commits time and political capital to the project.
- Conducts appraisal of the Project Managers' performance.
- Empowers the Project Director and Project Managers with the appropriate authorities.
- Ensures sustained buy-in at all levels.
- Ensures timely availability of needed resources.
- Follows up to ensure that promised benefits are realized.
- Keeps informed about project status.
- Guides through and minimizes the political minefields.
- Provides feedback on performance vs. expectations.
- Provides direction and guidance for key organizational strategies.
- Resolves strategic and major issues.
- Shields the project team from unrealistic customer demands.
- Understands the project complexity.

Project Director

- Provides oversight of the project.
- Plans the project and facilitates project meetings.
- Ensures deliverables and functionality are achieved as defined in the Project Charter, Project Management Plan, and subsidiary plans, if needed.
- Gathers resources to ensure deliverables and functionality are achieved as defined in the Project Charter, Project Management Plan, and subsidiary plans, if needed.
- Ensures effective management of all resources assigned to the project.
- Ensures project procurement processes are followed and documents are completed in accordance with DMV requirements.
- Serves as the primary liaison between the project and the Project Sponsor and Governance Committee(s).
- Escalates decisions and issues as needed to the Sponsor.
- Coordinates project related issues with other efforts.

- Reviews and resolves project issues not resolved at lower levels.
- Ensures effective project management.
- Acts as the principal interface to the contractors.
- Develops and approves the Monday Morning Presentation via the Enterprise Project Management (EPM) tool.

Project Manager

- Accountable to the Project Director and/or Sponsor for each project management related activity assigned.
- Ensures project procurement processes are followed and documents are completed in accordance with DMV requirements.
- Develops/maintains the Project Management Plan, Communication Plan, Human Resources Plan, and Project Schedule.
- Performs the following aspects of Project Management: Risk, Schedule, and Cost Management, through project implementation.
- Responsible for coordination of IT and Business integration, and ensures that deliverables from IT and Business are met.
- Creates, obtains approval for, and submits the monthly CA-PMM Status Report and associated documents.
- Maintains the project data within the DMV EPM tool.
- Ensures that Project Management plans appropriately reflect and support the implementation of the project.
- Accountable for the use and adherence to the EPM Office infrastructure and methodologies (e.g. processes procedures, standards, and templates).

Project Business Manager

- Develops/collects project requirements.
- Manages the business leads assigned to the project.
- Responsible for the day-to-day activities of the business/program staff who are engaged in the program management aspects of the project.
- Coordinates and ensures that organizational, policy, and procedural changes are developed and implemented according to the project schedule.
- Coordinates and ensures that subject matter experts are engaged appropriately and timely.
- Ensures that appropriate resources are engaged for User Acceptance Testing and Product Acceptance.
- Works directly with the Project Managers.
- Acts as backup at the DMV Monday Morning Presentations.

Project Technical Manager

- Responsible for the day-to-day activities of state and vendor technical staff engaged in the technical management aspects of the project.

- Manages the technical disciplines of the project.
- Manages the technical leads on the project.
- Partners with IT managers to acquire appropriate technical assistance (enterprise architecture, database, software development, security, testing, configuration management, change management, release management, and other technical areas of the new system).
- Provides leadership and support to technical staff assigned to the project throughout the project life cycle.
- Provides technical support to the Project Director, Project Managers, and Business Manager to establish and execute technical policies, processes, and procedures.
- Works directly with the Project Managers.
- Performs the Contract Manager role for the project IT contract, if applicable, and provides Deliverable Expectation Documents (DED's) and copies of contract invoices to the PM for cost management purposes and the project documentation file.

Procurement Manager

- Oversees and manages the generation of the procurement documents.
- Integrates all the pieces and ensures consistency and continuity throughout the entire procurement process and conformity to procurement standards, rules, and regulations.
- Manages the procurement document development.
- Prepares and maintains the procurement schedule.
- Coordinates contract negotiations.
- Manages evaluation of proposals or offers and the selection of vendors.

Security Team Member

- Ensures the project complies with information security guidelines and policies, regulations, and requirements.
- Ensures confidentiality, integrity, and accessibility of the assets and system is protected.

Privacy Team Member

- Ensures the project complies with information privacy guidelines and policies, regulations, and requirements.
- Ensures the information remains private, accurate, and accessible to authorized users.

Oversight Team Member

- Ensures project management methodology is followed in accordance to the California Department of Technology CA-PMM requirements and the department's policies.

IV&V

- Analyzes, assess, evaluates, monitors and reports on the specifications, development and implementation of the solution in accordance with IEEE Standards.
- Employ IT systems engineering and management discipline best practices and produce requisite documentation and artifacts.
- Reports on whether the implemented solution satisfies the defined requirements and solves the business problem or opportunities as defined in the FSR and SPR.
- Reports assessment findings and recommendations on how to best mitigate potential project risks and issues.

Enterprise Architecture Team Member

- Reviews architecture across DMV.
- Assists in leveraging the existing architecture.
- Identifies risks from an enterprise perspective.
- Provides enterprise-wide context to projects.

State Staff Acquisition

- State project staff will be acquired through temporary redirection and/or state hiring. If acquired through the hiring process, position descriptions and minimum qualifications will be prepared and processed through the normal DMV Human Resources channels.

DMV Acquisition Consultant

- Acquisition of Contractor staff starts with the development of the Statement of Work (SOW) and by determining the minimum/desired qualifications and expected deliverables. The SOW becomes part of a procurement package.
- Consultants will be utilized on the project when state staff does not possess the necessary qualifications for specific focus areas, state staff is not available due to previous assignments, or the services are of an urgent or temporary nature.

Vendor Project Manager

- The Contractor Project Manager is responsible for day-to-day management of the contract, including overall performance and contract compliance.
- The Contractor Project Manager is responsible for managing and coordinating all Contractor resources, including any subcontractor resources assigned to the contract, and ensuring that all tasks in the Project Work Plan are executed in compliance with the agreed-upon schedules and State requirements, including security requirements.

Vendor Operations Manager

- The Contractor Operations Manager is responsible for day-to-day implementation, installation and operational management of

CCFMAS. This position is responsible for assisting the Contract Project Manager in the testing, implementation, installation, system integration, and security of the solution. The Operations Manager is also responsible for managing the Contractor team and ongoing solution operations and maintenance following implementation.

Vendor System Architect

- The Contractor Systems Architect is responsible for developing and documenting the system Architecture and Integration Plan for all the components relating to the proposed solution.

Vendor Lead / Queue Management System Component

- The Contractor Lead for the Queue Management System component is responsible for assisting the Contractor's Project Manager in the analysis, design, testing, implementation, installation, system integration, and security of the queue management system components of the solution.

Vendor Lead / Appointment Management System Component

- The Contractor Lead for the Appointment Management System components/COTS, is responsible for assisting the Contractor's Project Manager in the analysis, design, testing, implementation, installation, system integration, and security of the appointment management system components of the solution.

Vendor Database Administrator/Data Administrator

- The Contractor Database Administrator/Data Administrator is responsible for assisting the Contractor's Project Manager in the analysis, design, testing, implementation, installation, system integration, and security of the CCFMAS solution.

4.5.5 Project Schedule

Schedule dates are predicated on what is known to date, the impact of future legislation, specifically bills with associated fees, could have a critical impact to the schedule.

Tasks	Last Approved Start Date	Last Approved End Dates	SPR Start Dates	SPR End Dates
Centralized Customer Flow Management and Appointment Systems	**7/2/2012**	**5/11/2017**	**7/2/2012**	**5/11/2017**
Initiation	**7/2/2012**	**11/2/2012**	**7/2/2012**	**11/2/2012**
Develop Charter Design	7/3/2012	8/28/2012	7/3/2012	8/28/2012
Planning	**8/14/2012**	**10/27/2014**	**8/14/2012**	**9/25/2015**
Document Requirements	*	*	11/16/2012	1/17/2013
Finalize RFP	*	*	11/3/2014	11/14/2014
Prepare Addendum 3	*	*	2/2/2015	3/30/2015
Develop Project Management Plan	*	*	10/30/2012	11/29/2012
Execution & Control Phase	**7/3/2014**	**5/11/2017**	**6/24/2014**	**3/30/2018**
Analysis	7/3/2014	3/16/2015	6/24/2014	2/4/2016
Perform GAP Analyses	*	*	12/1/2015	12/14/2015
Prepare Business Requirements Documentation	*	*	9/11/2014	4/6/2015
Prepare System Requirements Specifications Documentation	*	*	11/13/2015	11/30/2015
Design	3/17/2015	8/6/2015	2/5/2016	6/28/2016
Create System Design Documents	3/17/2015	8/6/2015	2/5/2016	6/28/2016
Develop CAS Migration Plan	*	*	2/5/2016	3/4/2016
Develop Detailed List by FO as to Status for New CQS	*	*	2/5/2016	3/4/2016
Build	6/25/2015	11/16/2015	7/17/2016	10/6/2016
Prepare System Test Scripts	*	*	5/17/2016	5/20/2016
Prepare Regression Test Scripts	*	*	5/24/2016	5/27/2016
Prepare Performance Test Scripts	*	*	6/1/2016	6/6/2016
Prepare Web Penetration Test Scripts	*	*	6/8/2016	6/13/2016
Prepare User Acceptance Test Scripts	*	*	6/15/2016	6/20/2016
Test	11/17/2015	4/13/2016	10/7/2016	4/4/2017
Approve Testing Results	*	*	3/10/2017	3/10/2017
Implementation	4/14/2016	5/11/2017	4/5/2017	3/30/2018
Pilot GO / NO-GO	*	*	6/30/2017	6/30/2017
CQS PILOT COMPLETE	*	*	6/30/2017	6/30/2017
Stage 1 Lesson Learned	*	*	8/4/2017	8/4/2017
Stage 1 GO / NO-GO	*	*	8/4/2017	8/4/2017
Stage 2 Lesson Learned	*	*	9/8/2017	9/8/2017
Stage 2 GO / NO-GO	*	*	9/8/2017	9/8/2017
Stage 3 Lesson Learned	*	*	10/13/2017	10/13/2017
Stage 3 GO / NO-GO	*	*	10/13/2017	10/13/2017
Stage 4 Lesson Learned	*	*	11/17/2017	11/17/2017
Stage 4 GO / NO-GO	*	*	11/17/2017	11/17/2017
Stage 5 Lesson Learned	*	*	12/29/2017	12/29/2017
Stage 5 GO / NO-GO	*	*	12/29/2017	12/29/2017
Post Implementation Acceptance	*	*	1/2/2018	3/28/2018
Close-Out Phase	**3/30/2017**	**9/26/2018**	**4/2/2018**	**9/29/2019**
Close-out Project Artifacts	5/10/2017	11/5/2018	4/2/2018	9/29/2019
Close-out Project Contracts	5/10/2017	11/5/2018	4/2/2018	9/29/2019

* These items were not presented in the FSR.

4.6 Project Monitoring and Oversight

4.6.1 Project Monitoring

DMV follows the standard requirements and CA-PMM status tracking and reporting requirements for project deliverables, schedule and budget.

The monitoring process oversees all the tasks and metrics necessary to ensure that the approved and authorized project is within scope, on time, and on budget so that the project proceeds with minimal risk. This process involves comparing actual performance with planned performance and taking corrective action to yield the desired outcome when significant differences exist. The monitoring and controlling process is continuously performed throughout the life of the project.

Based on the Criticality/Risk Rating, the project is considered medium and the project status reports will be submitted to the California Department of Technology quarterly.

4.6.2 Oversight

An independent review and analysis will be conducted to determine if the project is on track to be completed within the estimated schedule and cost, and compliance with the California Department of Technology CA-PMM and other industry standard project management practices, such as IEEE and the PMBOK. Project oversight will identify and quantify any issues and risks affecting these project components.

As required in the Department of Technology approval letter, dated December 23, 2013, IPOC services continue to be provided by Department of Technology.

DMV has secured IV&V consulting services to provide on-site technical oversight throughout the life of the project.

The Independent Project Oversight Report (IPOR) and IV&V will continue to be reported on a monthly basis.

4.7 Project Quality

In conjunction with the steps outlined in the Project Monitoring section above, the project team will:

1. Review the status of tasks, milestones and deliverables at weekly status meetings. In the event of unanticipated tasks or delays in return of required information from outside groups or agencies, outline contingency plans will be done to keep project on track.

2. Following completion of a milestone or deliverable, conduct a review to assure adherence to the identified business needs, objectives, and scope, including meeting any measurable requirements.

4.8 Change Management

The DMV Configuration/Change Control Management Plan (Attachment 4) ensures that all work products received or generated by the project are adequately documented, stored and managed. The intent being that any version of an item could be retrieved and/or recreated, if necessary. The PM will develop a Configuration/Change Control Management Plan to help keep track of approved changes. This plan will clearly define what the DMV will control. All change control items will be placed in the DMV EPM tool for control and maintenance.

Controlling identified items is an important part of Change Management. The purpose is to ensure that the impacts and rationale for each change are analyzed and coordinated prior to authorization. Changes, in this context, refer to changing the functionality of an item or adding additional functionality (i.e., changes to the project scope).

4.9 Requirements Management

Requirements define the scope of a project and the criteria for its success. Requirements describe what the system must do. Whether or not the system fulfills those requirements determines the success or failure of a project. Managing requirements effectively increases the probability of a project's success. Therefore, defining clear, correct and complete requirements and managing them during the project, is critical for a system development project and for maintaining the integrity and performance of a system over time.

The Requirements Management Plan identifies the process and procedures used to plan, develop, monitor and control requirements in all stages of a project's lifecycle. This document is the foundation for all project requirement management policies and procedures.

4.10 Quality Management

Quality management establishes the processes by which project's Centralized Customer Flow Management and Appointment System products and processes must adhere to specified requirements and established plans throughout the project life cycle. The Quality Management Plan explains how to define, measure, and improve the quality of the project's processes and products in order to fulfill the success criteria. The Quality Management Plan includes elements describing the tools and techniques used, roles and responsibilities, processes involved, standards, guidelines, and tracking and review process.

The Quality Management Plan describes the processes and procedures required to manage the project efforts. The purpose of Quality Management is to provide

adequate assurance that the project products and processes conform to their specified requirements and adhere to their established plans throughout the project lifecycle.

4.11 Communication Management

Communication plays a critical role in overall project management. The project establishes various forms of verbal and written communication. These processes ensure stakeholders, sponsors, executive management, team members, external agencies, and vendors involved in the CCFMAS project maintain a clear understanding of the project scope.

The Communication Management Plan describes how the DMV obtains and distributes information. The plan provides a framework for the exchange of both internal and external project information. The plan identifies general communication roles and responsibilities for the project team, routine communications to include type of communication (report or status meetings), frequency, audience, content and media, and key points of contact for ad-hoc communications. The Communication Plan is reviewed periodically by the PM.

4.12 Contract Management

Management of an approved DMV vendor (contractor) is the responsibility of the DMV Technical Manager/Contract Manager. The Contract Management Plan identifies the activities to be performed or initiated by project staff to manage, track, amend, and close a contract.

The Contract Management Plan outlines the roles and responsibilities between DMV and the assigned contractor. The project Technical Manager takes responsibility for the day-to-day activities of state, and vendor technical staff engaged in the technical management aspects of the Centralized Customer Flow Management and Appointment System project.

4.13 Human Resource Management

The Human Resource Management Plan identifies the process and procedures used to manage staff throughout the Centralized Customer Flow Management and Appointment System project's life. The plan describes the planning and acquisition of both state staff and consulting staff, describes the responsibilities assigned to each staff, and discusses transition of staff to other assignments.

4.14 Cost Management

The Cost Management Plan ensures documentation of the processes to manage and control project and vendor related costs. Cost management includes analysis of options and issues to determine the potential effect on the project's budget and operations.

The Cost Management Plan provides critical information. The plan includes documentation location, the tools used to manage Centralized Customer Flow Management and Appointment System project costs, the participants and their roles,

how to plan resource utilization, the process planned for estimating, and how project costs are tracked.

4.15 Authorization Required

The project only requires the following approvals:

1. DMV Project Sponsor (initial)
2. DMV Information Security Officer (signature)
3. DMV Enterprise Architecture (signature)
4. DMV Chief Information Officer (signature)
5. DMV Budget Officer (signature)
6. DMV Director (signature)
7. California State Transportation Agency Information Officer (signature)
8. California State Transportation Agency Secretary (signature)
9. California Department of Technology (approval memo)

5.0 UPDATED RISK MANAGEMENT PLAN

The Risk Management Plan will adhere to the DMV standards created by the EPPM Office, the CA-PMM, and the Department of Technology IT Project Oversight Framework.

The Risk Management Plan includes:

- Risk Identification Process
- Risk Escalation Process
- Probability and Impact Identification
- Plans for monitoring high and medium level risks
- Approach to measuring the effectiveness of the risk response plans

5.1 Risk Register

Below is the updated risk register:

#	Risks	Trigger Event	Owner	Response Plan Effectiveness	Residual Risks	Secondary Risks	Risk Status
1	Requirements are not clearly understood causing incorrect results and/or reworks that will delay project schedule	Missing functionality during testing	Project Manager	N/A	N/A	N/A	(1) Active
2	FSR estimates may be too low	Bid opening	Project Manager	N/A	N/A	N/A	(3) Closed
3	Software/Hardware difficult for users to learn	Training/Implementation	Project Manager	N/A	N/A	N/A	(3) Closed
4	FOs may not have adequate power or network capacity that could cause additional costs and schedule delays	Equipment cannot be installed	Project Manager	N/A	N/A	N/A	(1) Active
5	Lack of product knowledge may cause product reworks and/or negatively impact project costs and/or schedule	Having to rework configuration	Project Manager	N/A	N/A	N/A	(1) Active
6	Insufficient WAN Capacity may negatively impact product performance resulting in additional costs and/or schedule delays	Poor performance during implementation	Technical Manager	N/A	N/A	N/A	(1) Active
7	Unfair bid could cause litigation that could negatively impact project costs and/or schedule	Bidder protest	Project Manager	N/A	N/A	N/A	(1) Active
8	Establishing priorities	N/A	Project Manager	N/A	N/A	N/A	(3) Closed
9	Resources allocated to CCFMAS being redirected to work on other higher priority projects could negatively impact project Quality, Costs or Schedule (AB60 and AKTE)	Resource not available to project	Project Manager	N/A	N/A	N/A	(1) Active
10	Introduction of new technology may cause a reluctance to use and/or accept the new product resulting is delay in project schedule a negatively impacting customer satisfaction	Customers having problems using the new system	Project Manager	N/A	N/A	N/A	(1) Active
11	Not all SMEs involved in identification of requirements	Missing requirements	Project Manager	N/A	N/A	N/A	(3) Closed
12	Schedule too aggressive may reduce quality of the product and negatively impact customer satisfaction	Schedule slipping	Project Manager	N/A	N/A	N/A	(1) Active
13	Does not work with the Ease application	Defects during testing	Project Manager	N/A	N/A	N/A	(3) Closed
14	DMV/Vendor resources not available	Unable to perform schedule work	Project Manager	N/A	N/A	N/A	(3) Closed
15	Network performance issues between FO with host server	Poor performance during implementation	Project Manager	N/A	N/A	N/A	(3) Closed
16	Compatibility Issues with other applications or software like the Thin Client and DMVs Identity Management may cause product rework that could negatively impact project costs and/or schedule	Defects during testing	Project Manager	N/A	N/A	N/A	(1) Active
17	Retirement, Promotions, etc. causing a change in personnel that could negatively impact project costs and/or schedule	Resourse no longer available	Project Manager	N/A	N/A	N/A	(1) Active
18	Inability to upgrade system	Error during development	Project Manager	N/A	N/A	N/A	(3) Closed
19	Vendor software will not install	Error during development	Project Manager	N/A	N/A	N/A	(3) Closed
20	Inability to upgrade system	Error during development	Project Manager	N/A	N/A	N/A	(3) Closed
21	External Environment	Defects discovered during implementation	Project Manager	N/A	N/A	N/A	(3) Closed
22	Legislation	N/A	Project Manager	N/A	N/A	N/A	(3) Closed
23	Regulations	N/A	Project Manager	N/A	N/A	N/A	(3) Closed
24	Vendor's bids may not be meet DMV's estimated cost and/or timelines.	Vendor not meeting DMV Estimated cost and schedule	Project Manager	N/A	N/A	N/A	(3) Closed
25	CCFMAS interfaces will require vendor skill sets that are outdated and difficult to get, posing risk resulting inadequate bids and may negatively impact project costs and/or schedule	Vendor cannot perform task	Project Manager	N/A	N/A	N/A	(1) Active

#	Risks	Trigger Event	Owner	Response Plan Effectiveness	Residual Risks	Secondary Risks	Risk Status
26	Delays in reviewing key documents may cause delays in the project schedule	Missed deadlines	Project Manager	N/A	N/A	N/A	(1) Active
27	Bidders may not be able to meet DMVs performance requirements that could reduce the number of qualified bidders and may reduce the quality of the solution.	Evaluation of bidders proposal and/or poor performance during testing	Project Manager	N/A	N/A	N/A	(1) Active
28	DGS IT Procurement merger with the Department of Technology, Statewide Technology Procurement Division effective July 1, 2013, there is uncertainty of the potential impacts of paternal changes to the process as it may cause delays to the CCFMAS schedule.	Missed deadlines	Project Manager	N/A	N/A	N/A	(3) Closed
29	There is approximately 9-12 month gap from the time the existing contract with QMatic for Orchestra ends in May 2016 and the completion of the Customer Flow Management toll-out in first half of 2017.	Forecasted completion exceeds Qmatic contract end date	Project Manager	N/A	N/A	N/A	(3) Closed
30	The review of key documents may take longer than expected and could cause delays in the project schedule.	Missed deadlines for reviews	Project Manager	N/A	N/A	N/A	(3) Closed
31	The costs associated the acquisition of the external PM, IPOC or IV&V consultant may project cost estimated to exceed the 10% threshold	N/A	Project Manager	N/A	N/A	N/A	(1) Active
32	Project consultant's not being available to support project activities may impact project schedule and/or negatively impact quality	Resources not available for planned tasks	Project Manager	N/A	N/A	N/A	(3) Closed
33	If new requirements are implemented in current system and not incorporated in the RFP the proposed solution could be missing required functionality	Requirement missed during testing	Project Manager	N/A	N/A	N/A	(1) Active
34	If the solution vendor is not selected and onboard by the end of FY 2014-2015 Project funds will need to be moved to FY 2015-2016. Should the re-appropriation of project funds not be Should the re-appropriation of project funds not be requested in time or the request denied could result in the loss project funding.	N/A	Project Manager	N/A	N/A	N/A	(1) Active

6.0 UPDATED ECONOMIC ANALYSIS WORKSHEETS (EAWs)

EXISTING SYSTEM/BASELINE COST WORKSHEET

All costs shown in whole (unrounded) dollars.

	FY 2012/13		FY 2013/14		FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
Continuing Information Technology Costs																
Staff (salaries & benefits)	2.6	$250,288	2.6	$250,288	2.6	$250,288	2.6	$250,288	2.6	$250,288	2.6	$250,288	2.6	$250,288	**18.2**	**$1,752,016**
Hardware Lease/Maintenance		$0		$0		$0		$0		$0		$0		$0		**$0**
Software Maintenance/Licenses		$0		$0		$0		$0		$0		$0		$0		**$0**
Contract Services		$463,032		$463,032		$463,032		$463,032		$463,032		$463,032		$463,032		**$3,241,224**
Data Center Services		$0		$0		$0		$0		$0		$0		$0		**$0**
Agency Facilities		$21,000		$21,000		$21,000		$21,000		$21,000		$21,000		$21,000		**$147,000**
Other		$155,016		$155,016		$155,016		$155,016		$155,016		$155,016		$155,016		**$1,085,112**
Total IT Costs	**2.6**	**$889,336**	**2.6**	**$889,336**	**2.6**	**$889,336**	**2.6**	**$889,336**	**2.6**	**$889,336**	**2.6**	**$889,336**	**2.6**	**$889,336**	**18.2**	**$6,225,352**
Continuing Program Costs:																
Staff	53.6	$2,575,115	53.6	$2,575,115	53.6	$2,575,115	53.6	$2,575,115	53.6	$2,575,115	53.6	$2,575,115	53.6	$2,575,115	**375.2**	**$18,025,805**
Other		$0		$0		$0		$0		$0		$0		$0		**$0**
Total Program Costs	**53.6**	**$2,575,115**	**53.6**	**$2,575,115**	**53.6**	**$2,575,115**	**53.6**	**$2,575,115**	**53.6**	**$2,575,115**	**53.6**	**$2,575,115**	**53.6**	**$2,575,115**	**375.2**	**$18,025,805**
TOTAL EXISTING SYSTEM COSTS	**56.2**	**$3,464,451**	**56.2**	**$3,464,451**	**56.2**	**$3,464,451**	**56.2**	**$3,464,451**	**56.2**	**$3,464,451**	**56.2**	**$3,464,451**	**56.2**	**$3,464,451**	**393.4**	**$24,251,157**

CONTINUING EXISTING SYSTEM COST WORKSHEET

All Costs Should be shown in whole (unrounded) dollars.

	FY 2012/13		FY 2013/14		FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
Continuing Existing Costs																
Information Technology Staff	2.6	250,288	2.6	250,288	2.6	250,288	2.6	250,288	2.6	250,288	2.4	229,431	0.0	0	15.4	1,480,871
Other IT Costs		639,048		639,048		639,048		639,048		639,048		585,794		0		3,781,034
Total Continuing Existing IT Costs	**2.6**	**889,336**	**2.6**	**889,336**	**2.6**	**889,336**	**2.6**	**889,336**	**2.6**	**889,336**	**2.4**	**815,225**	**0.0**	**0**	**15.4**	**5,261,905**
Program Staff	53.6	2,575,115	53.6	2,575,115	53.6	2,575,115	53.6	2,575,115	53.6	2,575,115	53.6	2,575,115	53.4	2,553,753	321.6	15,450,690
Other Program Costs		0		0		0		0		0		0		0		0
Total Continuing Existing Program Costs	**53.6**	**2,575,115**	**53.6**	**2,575,115**	**53.6**	**2,575,115**	**53.6**	**2,575,115**	**53.6**	**2,575,115**	**53.6**	**2,575,115**	**53.4**	**2,553,753**	**321.6**	**15,450,690**
Total Continuing Existing Costs	**56.2**	**3,464,451**	**56.2**	**3,464,451**	**56.2**	**3,464,451**	**56.2**	**3,464,451**	**56.2**	**3,464,451**	**56.0**	**3,390,340**	**53.4**	**2,553,753**	**390.4**	**23,266,348**

LAST APPROVED ALTERNATIVE COSTS

All costs shown in whole (unrounded) dollars.

	FY 2012/13		FY 2013/14		FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-Time IT Project Costs																
Staff (Salaries & Benefits)	0.8	99,317	4.2	445,477	7.6	815,715	10.4	1,082,104	10.2	976,011	0.0	0	0.0	0	**33.2**	**3,418,624**
Hardware Purchase		0		0		0		0		0		0		0		**0**
Software Purchase/License		0		0		0		0		0		0		0		**0**
Telecommunications		0		0		0		0		0		0		0		**0**
Contract Services																
Software Customization		0		0		8,695,107		0		0		0		0		**8,695,107**
Project Management		0		0		0		0		0		0		0		**0**
Project Oversight		0		73,878		126,648		126,648		105,540		0		0		**432,714**
IV&V Services		0		30,088		90,264		90,264		67,698		0		0		**278,314**
Other Contract Services		231,000		80,000		0		24,120		0		0		0		**335,120**
TOTAL Contract Services		231,000		183,966		8,912,019		241,032		173,238		0		0		**9,741,255**
Data Center Services		0		0		0		11,520		0		0		0		**11,520**
Agency Facilities		0		0		900,393		0		0		0		0		**900,393**
Other		0		0		863,389		316,613		0		0		0		**1,180,002**
Total One-time IT Costs	**0.8**	**330,317**	**4.2**	**629,443**	**7.6**	**11,491,516**	**10.4**	**1,651,269**	**10.2**	**1,149,249**	**0.0**	**0**	**0.0**	**0**	**33.2**	**15,251,794**
Continuing IT Project Costs																
Staff (Salaries & Benefits)	0.0	0	0.0	0	0.0	0	0.0	0	0.4	44,992	5.0	536,657	0.0	0	**5.4**	**581,649**
Hardware Lease/Maintenance		0		0		0		0		0		0		0		**0**
Software Maintenance/Licenses		0		0		0		0		0		0		0		**0**
Telecommunications		0		0		0		0		0		0		0		**0**
Contract Services		0		0		0		0		56,836		682,028		0		**738,864**
Data Center Services		0		0		0		0		21,600		21,600		0		**43,200**
Agency Facilities		0		0		0		0		0		0		0		**0**
Other		0		0		0		0		163,800		163,800		0		**327,600**
Total Continuing IT Costs	**0.0**	**0**	**0.0**	**0**	**0.0**	**0**	**0.0**	**0**	**0.4**	**287,228**	**5.0**	**1,404,085**	**0.0**	**0**	**5.4**	**1,691,313**
Total Project Costs	**0.8**	**330,317**	**4.2**	**629,443**	**7.6**	**11,491,516**	**10.4**	**1,651,269**	**10.6**	**1,436,477**	**5.0**	**1,404,085**	**0.0**	**0**	**38.6**	**16,943,107**
Continuing Existing Costs																
Information Technology Staff	2.6	250,288	2.6	250,288	2.6	250,288	2.6	250,288	2.6	250,228	2.4	229,431	0.0	0	**15.4**	**1,480,811**
Other IT Costs		639,048		639,048		639,048		639,048		889,276		815,225		0		**4,260,693**
Total Continuing Existing IT Costs	**2.6**	**889,336**	**2.6**	**889,336**	**2.6**	**889,336**	**2.6**	**889,336**	**2.6**	**1,139,504**	**2.4**	**1,044,656**	**0.0**	**0**	**15.4**	**5,741,504**
Program Staff	53.6	2,575,115	53.6	2,575,115	53.6	2,575,115	53.6	2,575,115	53.6	2,553,753	53.4	2,553,753	0.0	0	**321.4**	**15,407,966**
Other Program Costs		0		0		0		0		0		0		0		**0**
Total Continuing Existing Program Costs	**53.6**	**2,575,115**	**53.6**	**2,575,115**	**53.6**	**2,575,115**	**53.6**	**2,575,115**	**53.6**	**2,553,753**	**53.4**	**2,553,753**	**0.0**	**0**	**321.4**	**15,407,966**
Total Continuing Existing Costs	**56.2**	**3,464,451**	**56.2**	**3,464,451**	**56.2**	**3,464,451**	**56.2**	**3,464,451**	**56.2**	**3,693,257**	**55.8**	**3,598,409**	**0.0**	**0**	**336.8**	**21,149,470**
TOTAL ALTERNATIVE COSTS	**57.0**	**3,794,768**	**60.4**	**4,093,894**	**63.8**	**14,955,967**	**66.6**	**5,115,720**	**66.8**	**5,129,734**	**60.8**	**5,002,494**	**0.0**	**0**	**375.4**	**38,092,577**
INCREASED REVENUES		0		0		0		0		0		0		0		**0**

PROPOSED ALTERNATIVE: Centralized Customer Flow Management, Appointment Systems and Message Boards

All costs shown in whole (unrounded) dollars.

	FY 2012/13		FY 2013/14		FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-Time IT Project Costs																
Staff (Salaries & Benefits)	0.8	99,590	0.7	89,470	0.8	105,854	6.2	640,833	9.0	894,134	9.3	859,537	0.0	0	**26.8**	**2,689,418**
Hardware Purchase		0		0		0		0		0		0		0		**0**
Software Purchase/License		0		0		0		0		0		0		0		**0**
Telecommunications		0		0		0		0		0		0		0		**0**
Contract Services																
Software Customization		0		0		0		8,695,107		0		0		0		**8,695,107**
Project Management		0		0		0		600,000		600,000		300,000		0		**1,500,000**
Project Oversight		0		18,760		112,560		112,560		112,560		84,420		0		**440,860**
IV&V Services		0		12,000		73,000		48,000		50,500		40,000		0		**223,500**
Other Contract Services		233,360		13,230		28,644		111,345		0		0		0		**386,579**
TOTAL Contract Services		233,360		43,990		214,204		9,567,012		763,060		424,420		0		**11,246,046**
Data Center Services		0		0		0		0		11,520		0		0		**11,520**
Agency Facilities		0		0		0		900,393		0		0		0		**900,393**
Other		0		0		0		0		863,389		316,613		0		**1,180,002**
Total One-time IT Costs	**0.8**	**332,950**	**0.7**	**133,460**	**0.8**	**320,058**	**6.2**	**11,108,238**	**9.0**	**2,532,103**	**9.3**	**1,600,570**	**0.0**	**0**	**26.8**	**16,027,379**
Continuing IT Project Costs																
Staff (Salaries & Benefits)	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.4	47,317	5.0	564,389	**5.4**	**611,705**
Hardware Lease/Maintenance		0		0		0		0		0		0		0		**0**
Software Maintenance/Licenses		0		0		0		0		0		0		0		**0**
Telecommunications		0		0		0		0		0		0		0		**0**
Contract Services		0		0		0		0		0		170,507		682,028		**852,535**
Data Center Services		0		0		0		0		0		21,600		21,600		**43,200**
Agency Facilities		0		0		0		0		0		0		0		**0**
Other		0		0		0		0		0		163,800		163,800		**327,600**
Total Continuing IT Costs	**0.0**	**0**	**0.0**	**0**	**0.0**	**0**	**0.0**	**0**	**0.0**	**0**	**0.4**	**403,224**	**5.0**	**1,431,817**	**5.4**	**1,835,040**
Total Project Costs	**0.8**	**332,950**	**0.7**	**133,460**	**0.8**	**320,058**	**6.2**	**11,108,238**	**9.0**	**2,532,103**	**9.7**	**2,003,794**	**5.0**	**1,431,817**	**32.2**	**17,862,419**
Continuing Existing Costs																
Information Technology Staff	2.6	250,288	2.6	250,288	2.6	250,288	2.6	250,288	2.6	250,288	2.4	229,431	0.0	0	**15.4**	**1,480,871**
Other IT Costs		639,048		639,048		639,048		639,048		639,048		585,794		0		**3,781,034**
Total Continuing Existing IT Costs	**2.6**	**889,336**	**2.6**	**889,336**	**2.6**	**889,336**	**2.6**	**889,336**	**2.6**	**889,336**	**2.4**	**815,225**	**0.0**	**0**	**15.4**	**5,261,905**
Program Staff	53.6	2,575,115	53.6	2,575,115	53.6	2,575,115	53.6	2,575,115	53.6	2,575,115	53.6	2,575,115	53.4	2,553,753	**375.0**	**18,004,443**
Other Program Costs		0		0		0		0		0		0		0		**0**
Total Continuing Existing Program Costs	**53.6**	**2,575,115**	**53.6**	**2,575,115**	**53.6**	**2,575,115**	**53.6**	**2,575,115**	**53.6**	**2,575,115**	**53.6**	**2,575,115**	**53.4**	**2,553,753**	**375.0**	**18,004,443**
Total Continuing Existing Costs	**56.2**	**3,464,451**	**56.2**	**3,464,451**	**56.2**	**3,464,451**	**56.2**	**3,464,451**	**56.2**	**3,464,451**	**56.0**	**3,390,340**	**53.4**	**2,553,753**	**390.4**	**23,266,348**
TOTAL ALTERNATIVE COSTS	**57.0**	**3,797,401**	**56.9**	**3,597,911**	**57.0**	**3,784,509**	**62.4**	**14,572,689**	**65.2**	**5,996,554**	**65.7**	**5,394,134**	**58.4**	**3,985,570**	**422.6**	**41,128,767**
INCREASED REVENUES		0		0		0		0		0		0		0		**0**

ECONOMIC ANALYSIS SUMMARY

All costs shown in whole (unrounded) dollars.

	FY 2012/13		FY 2013/14		FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
EXISTING SYSTEM																
Total IT Costs	2.6	889,336	2.6	889,336	2.6	889,336	2.6	889,336	2.6	889,336	2.6	889,336	2.6	889,336	**18.2**	**6,225,352**
Total Program Costs	53.6	2,575,115	53.6	2,575,115	53.6	2,575,115	53.6	2,575,115	53.6	2,575,115	53.6	2,575,115	53.6	2,575,115	**375.2**	**18,025,805**
Total Existing System Costs	56.2	3,464,451	56.2	3,464,451	56.2	3,464,451	56.2	3,464,451	56.2	3,464,451	56.2	3,464,451	56.2	3,464,451	**393.4**	**24,251,157**
PROPOSED ALTERNATIVE	**Centralized Customer Flow Management, Appointment Systems and Message Boards**															
Total Project Costs	0.8	332,950	0.7	133,460	0.8	320,058	6.2	11,108,238	9.0	2,532,103	9.7	2,003,794	5.0	1,431,817	**32.2**	**17,862,419**
Total Cont. Exist. Costs	56.2	3,464,451	56.2	3,464,451	56.2	3,464,451	56.2	3,464,451	56.2	3,464,451	56.0	3,390,340	53.4	2,553,753	**390.4**	**23,266,348**
Total Alternative Costs	57.0	3,797,401	56.9	3,597,911	57.0	3,784,509	62.4	14,572,689	65.2	5,996,554	65.7	5,394,134	58.4	3,985,570	**422.6**	**41,128,767**
COST SAVINGS/AVOIDANCES	(0.8)	(332,950)	(0.7)	(133,460)	(0.8)	(320,058)	(6.2)	(11,108,238)	(9.0)	(2,532,103)	(9.5)	(1,929,683)	(2.2)	(521,119)	**(29.2)**	**(16,877,610)**
Increased Revenues		0		0		0		0		0		0		0		**0**
Net (Cost) or Benefit	(0.8)	(332,950)	(0.7)	(133,460)	(0.8)	(320,058)	(6.2)	(11,108,238)	(9.0)	(2,532,103)	(9.5)	(1,929,683)	(2.2)	(521,119)	**(29.2)**	**(16,877,610)**
Cum. Net (Cost) or Benefit	(0.8)	(332,950)	(1.5)	(466,410)	(2.3)	(786,468)	(8.5)	(11,894,706)	(17.5)	(14,426,809)	(27.0)	(16,356,492)	(29.2)	(16,877,610)		

PROJECT FUNDING PLAN

All costs shown in whole (unrounded) dollars

	FY 2012/13		FY 2013/14		FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		TOTALS	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
TOTAL PROJECT COSTS	**0.8**	**332,950**	**0.7**	**133,460**	**0.8**	**320,058**	**6.2**	**11,108,238**	**9.0**	**2,532,103**	**9.7**	**2,003,794**	**5.0**	**1,431,817**	**32.2**	**17,862,419**
RESOURCES TO BE REDIRECTED																
Staff	0.8	99,590	0.7	89,470	0.8	105,854	6.2	640,833	9.0	894,134	9.7	906,854	5.0	564,389	**32.2**	**3,301,124**
Funds:																
Existing System		0		0		0		0		0		159,762		639,048		**798,810**
Other Fund Sources		0		0		214,204		472,876		1,337,969		748,196		0		**2,773,245**
TOTAL REDIRECTED RESOURCES	**0.8**	**99,590**	**0.7**	**89,470**	**0.8**	**320,058**	**6.2**	**1,113,709**	**9.0**	**2,232,103**	**9.7**	**1,814,812**	**5.0**	**1,203,437**	**32.2**	**6,873,179**
ADDITIONAL PROJECT FUNDING NEEDED																
One-Time Project Costs	0.0	233,360	0.0	43,990	0.0	0	0.0	9,994,529	0.0	300,000	0.0	0	0.0	0	**0.0**	**10,571,879**
Continuing Project Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	188,982		228,380	**0.0**	**417,362**
TOTAL ADDITIONAL PROJECT FUNDS NEEDED BY FISCAL YEAR	**0.0**	**233,360**	**0.0**	**43,990**	**0.0**	**0**	**0.0**	**9,994,529**	**0.0**	**300,000**	**0.0**	**188,982**	**0.0**	**228,380**	**0.0**	**10,989,241**
TOTAL PROJECT FUNDING	**0.8**	**332,950**	**0.7**	**133,460**	**0.8**	**320,058**	**6.2**	**11,108,238**	**9.0**	**2,532,103**	**9.7**	**2,003,794**	**5.0**	**1,431,817**	**32.2**	**17,862,419**
Difference: Funding - Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	**0.0**	**0**
Total Estimated Cost Savings	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	**0.0**	**0**

FUNDING SOURCE*																
General Fund	0%	0	0%	0	0%	0	0%		0%	0	0%	0	0%	0	0%	0
Federal Fund	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Special Fund	100%	332,950	100%	133,460	100%	320,058	100%	11,078,238	100%	2,532,103	100%	2,003,794	100%	1,431,817	100%	17,832,420
Reimbursement	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
TOTAL FUNDING	**100%**	**332,950**	**100%**	**133,460**	**100%**	**320,058**	**100%**	**11,078,238**	**100%**	**2,532,103**	**100%**	**2,003,794**	**100%**	**1,431,817**	**100%**	**17,832,420**

***Type:** If applicable, for each funding source, beginning on row 30, describe what type of funding is included, such as local assistance or grant funding, the date the funding is to become available, and the duration of the funding. **(i.e. Federal Funding from grant xxx for 3 years, beginning July 1, 2010.)**

Additional Information: Redirected Division Funding Source

DIVISION(S) FUNDING	**FY 2012/13**	**FY 2013/14**	**FY 2014/15**	**FY 2015/16**	**FY 2016/17**	**FY 2017/18**	**FY 2018/19**
One-Time Costs	ISD/EXE/ASD/FOD/ CPD	ISD/EXE/ASD/FOD/ CPD	ISD/EXE/ASD/FOD/ CPD	ISD/EXE/ASD/FOD/ CPD	ISD/EXE/ASD/FOD/ CPD	ISD/EXE/ASD/FOD/ CPD	
Continuing Costs						ISD/ASD/FOD	ISD/ASD/FOD

Note: The funding request for FY 12/13 included $250,000 for an RFP contract – the actual contract was awarded at $231,000. Additionally, STPD provided actual costs after SPR 1 was completed in the amount of $2,360.

The funding request for FY13/14 included $500,000 for the solution vendor, the delay in the RFP approval caused that to slip. Although DMV did not request a re-appropriation, we expect to spend it in FY 15/16. Additionally, $80,000 was estimated for the STPD charges, at this time only $13,230 has been billed for 13/14.

ADJUSTMENTS, SAVINGS AND REVENUES WORKSHEET

(Department of Technology Use Only)

Annual Project Adjustments	FY 2012/13		FY 2013/14		FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		Net Adjustments	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-time Costs																
Previous Year's Baseline	0.0	0	0.0	233,360	0.0	43,990	0.0	0	0.0	9,994,529	0.0	300,000	0.0	0		
(A) Annual Augmentation /(Reduction)	**0.0**	**233,360**	**0.0**	**(189,370)**	**0.0**	**(43,990)**	**0.0**	**9,994,529**	**0.0**	**(9,694,529)**	**0.0**	**(300,000)**	**0.0**	**0**		
(B) Total One-Time Budget Actions	0.0	233,360	0.0	43,990	0.0	0	0.0	9,994,529	0.0	300,000	0.0	0	0.0	0	**0.0**	**10,571,879**
Continuing Costs																
Previous Year's Baseline	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	188,982		
(C) Annual Augmentation /(Reduction)	**0.0**	**0**	**0.0**	**0**	**0.0**	**0**	**0.0**	**0**	**0.0**	**0**	**0.0**	**188,982**	**0.0**	**39,398**		
(D) Total Continuing Budget Actions	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	188,982	0.0	228,380	**0.0**	**417,362**
Total Annual Project Budget Augmentation /(Reduction) [A + C]	**0.0**	**233,360**	**0.0**	**(189,370)**	**0.0**	**(43,990)**	**0.0**	**9,994,529**	**0.0**	**(9,694,529)**	**0.0**	**(111,018)**	**0.0**	**39,398**		

[A, C] Excludes Redirected Resources

Total Additional Project Funds Needed [B + D]	**0.0**	**10,989,241**

Annual Savings/Revenue Adjustments

Cost Savings	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0		
Increased Program Revenues		0		0		0		0		0		0		0		

ATTACHMENTS

1. **Economic Detail Worksheets**
2. **OIS Questionnaire**
3. **Complexity Assessment**
4. **Configuration and Change Control Management Plan**
5. **CCFMAS Deliverables**

ACRONYMS

1. Economic Detail Worksheets

Centralized Customer Flow Management, Appointment Systems and Message Boards

One-time IT Staff (Class Title/Division/IT Duties)	Monthly Salary	Fiscal Year 2012/13				Fiscal Year 2013/14			
		Reg Hrs	OT Hrs	PYs	Staff Cost	Reg Hrs	OT Hrs	PYs	Staff Cost
Executive Division (EXE)									
Staff Information Systems Analyst - Specialist IPO - Privacy Impact Assessment for CMFS and Appointment System- Analysis/Design/Test	$5,863	2		0.00	$121	5		0.00	$304
Senior Information Systems Analyst (Specialist) ISO - Information Security Review for CMFS and Appointment System	$6,447	32		0.01	$2,142	0		0.00	$0
Senior Information Systems Analyst (Specialist) Project Management	$6,447	512		0.28	$34,273	465		0.26	$31,127
Senior Information Systems Analyst (Specialist) Oversight	$6,447	180		0.10	$12,049	210		0.11	$14,057
Staff Information Systems Analyst - Specialist Security	$5,863	51		0.02	$3,104	10		0.00	$608
Systems Software Specialist III (Technical) Enterprise Architecture Infrastructure and Security Review for CMFS and Appointment System	$7,070	27		0.01	$1,982	0		0.00	$0
One-time IT Staff Cost Page Subtotals		**804**	**0**	**0.42**	**53,671**	**690**	**0**	**0.37**	**46,096**

Centralized Customer Flow Management, Appointment Systems and Message Boards

One-time IT Staff (Class Title/Division/IT Duties)	Monthly Salary	Fiscal Year 2012/13 Continued				Fiscal Year 2013/14 Continued			
		Reg Hrs	OT Hrs	PYs	Staff Cost	Reg Hrs	OT Hrs	PYs	Staff Cost
Information Systems Division (ISD)									
Data Processing Manager III Technical Manager	$7,802	64		0.03	$5,184	81		0.04	$6,562
Systems Software Specialist III (Technical) Drive Test Validation for Appointment System, RFP/Project	$7,070	4		0.00	$293	132		0.07	$9,690
Senior Information Systems Analyst (Specialist) Telecommunications	$6,447	1		0.00	$66	0		0.00	$0
Senior Programmer Analyst (Specialist) (3) Subject Matter Experts (SME)	$6,447	0		0.00	$0	0		0.00	$0
Systems Software Specialist II (Technical) Server Team	$6,436	1		0.00	$66	0		0.00	$0
Associate Information Systems Analyst (Specialist) System Testing (CFMS & Appointment System)	$5,347	2		0.00	$111	0		0.00	$0
Assistant Information Systems Analyst System Testing (CFMS & Appointment System)	$4,078	1		0.00	$42	0		0.00	$0
One-time IT Staff Cost Page Subtotals		**73**	**0**	**0.03**	**5,762**	**213**	**0**	**0.11**	**16,252**

One-time IT Staff (Class Title/Division/IT Duties)	Monthly Salary	Fiscal Year 2012/13 Reg Hrs	OT Hrs	PYs	Continued Staff Cost	Fiscal Year 2013/14 Reg Hrs	OT Hrs	PYs	Continued Staff Cost
Field Office Division (FOD)									
Staff Information Systems Analyst - Supervisor Training and Implementation	$6,156	56		0.03	$3,579	0		0.00	$0
Manager I, DMV (3 Positions) Requirements Development - RFP	$3,758	28		0.01	$1,092	0		0.00	$0
Assistant Division Chief/Program Manager, DMV Business Manager	$7,239	29		0.01	$2,179	1		0.00	$75
Associate Information Systems Analyst (Specialist) FOD Operations	$5,347	54		0.03	$2,997	7		0.00	$388
Manager IV, DMV Requirements Development - RFP	$5,446	7		0.00	$395	0		0.00	$0
Manager V, DMV Project Business Manager - RFP/Project	$6,277	123		0.06	$8,017	123		0.06	$8,017
Manager III, DMV Project Coordinator Activities - RFP/Project	$4,957	0		0.00	$0	0		0.00	$0
Manager II, DMV Project Coordinator Activities - RFP/Project	$4,121	0		0.00	$0	0		0.00	$0
Associate Governmental Program Analyst Project Coordinator Activities - RFP/Project	$4,954	0		0.00	$0	0		0.00	$0
Staff Services Analyst - General Project Coordinator Activities - RFP/Project	$3,698	2		0.00	$57	0		0.00	$0
Staff Information Systems Analyst - Specialist Involved with Analysis/Design/Build activities with vendor and ISD Staff - RFP/Project	$5,863	0		0.00	$0	0		0.00	$0
Assistant Information Systems Analyst (2) Involved with Analysis/Design/Build activities with vendor and ISD staff - RFP/Project	$4,078	0		0.00	$0	0		0.00	$0
One-time IT Staff Cost Page Subtotals		**299**	**0**	**0.14**	**18,316**	**131**	**0**	**0.06**	**8,480**

Proposed Solution - One-time IT Staff Costs

One-time IT Staff (Class Title/Division/IT Duties)	Monthly Salary	Fiscal Year 2012/13 Reg Hrs	OT Hrs	PYs	Continued Staff Cost	Fiscal Year 2013/14 Reg Hrs	OT Hrs	PYs	Continued Staff Cost
Communication Programs Division (CPD)									
Assistant Division Chief/Program Manager, DMV Oversee and Coordinate Project Activities, make or elevate Project related decisions	$7,239	2		0.00	$150	0		0.00	$0
Senior Information Systems Analyst (Supervisor) Oversee and Coordinate Project Activities, make or elevate Project related decisions	$6,770	1		0.00	$70	0		0.00	$0
Staff Services Manager I Oversee and Coordinate Project Activities, make or elevate Project related decisions	$5,695	0		0.00	$0	30		0.01	$1,774
Administrative Services Division (ASD)									
Senior Information Systems Analyst (Specialist) IT Acquisition	$6,447	323		0.18	$21,621	252		0.14	$16,868
Staff Services Manager I Facilities - Planning and Implementation	$5,695	0		0.00	$0	0		0.00	$0
Associate Business Management Analyst Facilities - Planning and Implementation	$4,954	0		0.00	$0	0		0.00	$0
One-time IT Staff Cost Page Subtotals		**326**	**0**	**0.18**	**21,841**	**282**	**0**	**0.15**	**18,642**
One-time IT Staff Cost Fiscal Year Totals		**1,502**	**0**	**0.77**	**99,590**	**1,316**	**0**	**0.69**	**89,470**

Proposed Solution - One-time IT Staff Costs

Centralized Customer Flow Management, Appointment Systems and Message Boards

One-time IT Staff (Class Title/Division/IT Duties)	Monthly Salary	Fiscal Year 2014/15				Fiscal Year 2015/16			
		Reg Hrs	OT Hrs	PYs	Staff Cost	Reg Hrs	OT Hrs	PYs	Staff Cost
Information Systems Division (ISD)									
Data Processing Manager III Technical Manager	$7,802	181		0.10	$14,663	150		0.08	$12,152
Systems Software Specialist III (Technical) Drive Test Validation for Appointment System	$7,070	0		0.00	$0	180		0.10	$13,214
Staff Information Systems Analyst - Specialist Telecommunications	$5,863	0		0.00	$0	500		0.28	$30,437
Senior Programmer Analyst (Specialist) (3) SMEs	$6,447	0		0.00	$0	1,400		0.78	$93,715
Systems Software Specialist III (Technical) Server Team	$7,070	260		0.14	$19,051	198		0.11	$14,536
Systems Software Specialist III (Technical) Network Security	$7,070	0		0.00	$0	135		0.07	$9,910
Associate Information Systems Analyst (Specialist) ALM Admin	$5,347	0		0.00	$0	10		0.00	$555
Systems Software Specialist I (Tech) ALM Admin/Automation/Performance Testing (2)	$5,862	0		0.00	$0	50		0.02	$3,043
Systems Software Specialist II (Technical) Automation/Performance Testing	$6,436	0		0.00	$0	40		0.02	$2,673
Senior Information Systems Analyst (Supervisor) Team Manager	$6,770	5		0.00	$351	10		0.00	$702
Systems Software Specialist I (Tech) System Testing (CFMS & Appointment System)	$5,862	0		0.00	$0	75		0.04	$4,564
Staff Information Systems Analyst - Specialist System Testing (CFMS & Appointment System)	$5,863	0		0.00	$0	50		0.02	$3,043
Associate Information Systems Analyst (Specialist) System Testing (CFMS & Appointment System)	$5,347	0		0.00	$0	50		0.02	$2,775
One-time IT Staff Cost Page Subtotals		**446**	**0**	**0.20**	**$34,065**	**2,848**	**0**	**1.50**	**$191,319**

Proposed Solution - One-time IT Staff Costs

Centralized Customer Flow Management, Appointment Systems and Message Boards

One-time IT Staff (Class Title/Division/IT Duties)	Monthly Salary	Fiscal Year 2014/15 Reg Hrs	OT Hrs	PYs	Continued Staff Cost	Fiscal Year 2015/16 Reg Hrs	OT Hrs	PYs	Continued Staff Cost
Executive Division (EXE)									
Senior Information Systems Analyst (Specialist) Managing the Project	$6,447	370		0.20	$24,767	920		0.51	$61,584
Senior Information Systems Analyst (Specialist) Internal Project Oversight	$6,447	176		0.09	$11,781	259		0.14	$17,337
Systems Software Specialist III (Technical) Enterprise Architecture and Security Review for CFMS and Appointment System	$7,070	0		0.00	$0	25		0.01	$1,835
Staff Information Systems Analyst - Specialist IPO/ISO CFMS and Appointment System - RFP/Analysis/Design/Test	$5,863	0		0.00	$0	30		0.01	$1,826
Administrative Services Division (ASD)									
Staff Services Manager I Facilities - Planning & Implementation	$5,695	0		0.00	$0	45		0.02	$2,661
Associate Business Management Analyst Facilities - Planning & Implementation	$4,954	0		0.00	$0	400		0.22	$20,576
Senior Information Systems Analyst (Specialist) IT Acquisitions	$6,447	219		0.12	$14,659	120		0.06	$8,032
One-time IT Staff Cost Page Subtotals		**765**	**0**	**0.40**	**$51,207**	**1,799**	**0**	**1.00**	**$113,851**

Proposed Solution - One-time IT Staff Costs

Centralized Customer Flow Management, Appointment Systems and Message Boards

One-time IT Staff (Class Title/Division/IT Duties)	Monthly Salary	Fiscal Year 2014/15 Reg Hrs	OT Hrs	PYs	Continued Staff Cost	Fiscal Year 2015/16 Reg Hrs	OT Hrs	PYs	Continued Staff Cost
Field Office Division (FOD)									
Manager V, DMV Project Business Manager	$6,277	280		0.15	$18,217	1,204		0.67	$78,476
Manager III, DMV (5) Project Coordination/Implementation Activities	$4,957	0		0.00	$0	889		0.50	$45,754
Manager II, DMV (8) Training & Implementation	$4,121	0		0.00	$0	832		0.46	$35,603
Associate Governmental Program Analyst (3) Training & Implementation	$4,954	0		0.00	$0	889		0.50	$45,731
Staff Services Analyst - General Training & Implementation	$3,698	0		0.00	$0	889		0.50	$34,137
Staff Information Systems Analyst - Specialist Testing, Training & Implementation	$5,863	0		0.00	$0	889		0.50	$54,118
Assistant Information Systems Analyst (2) Testing, Training & Implementation	$4,078	0		0.00	$0	889		0.50	$37,645
Communication Programs Division (CPD)									
Staff Services Manager I Oversee & coordinate project activities, make or elevate project related decisions	$5,695	40		0.02	$2,365	35		0.01	$2,069
Staff Information Systems Analyst - Specialist Oversee & coordinate project activities, make or elevate project related decisions	$5,863	0		0.00	$0	35		0.01	$2,130
Associate Information Systems Analyst (Specialist) Maintain schedule, assist with design & supporting documents, act as SME, test application	$5,347	0		0.00	$0	0		0.00	$0
Associate Governmental Program Analyst Maintain schedule, assist with design & supporting documents, act as SME, test application	$4,954	0		0.00	$0	0		0.00	$0
One-time IT Staff Cost Page Subtotals		**320**	**0**	**0.20**	**$20,582**	**6,551**	**0**	**3.70**	**$335,663**
One-time IT Staff Cost Fiscal Year Totals		**1,530**	**0**	**0.80**	**105,854**	**11,198**	**0**	**6.20**	**640,833**

Proposed Solution - One-time IT Staff Costs

Centralized Customer Flow Management, Appointment Systems and Message Boards

One-time IT Staff (Class Title/Division/IT Duties)	Monthly Salary	Fiscal Year 2016/17				Fiscal Year 2017/18			
		Reg Hrs	OT Hrs	PYs	Staff Cost	Reg Hrs	OT Hrs	PYs	Staff Cost
Information Systems Division (ISD)									
Data Processing Manager III Technical Manager	$7,802	60		0.03	$4,860	92		0.05	$7,453
Systems Software Specialist III (Technical) Drive Test Validation for Appointment System	$7,070	168		0.09	$12,333	50		0.02	$3,670
Staff Information Systems Analyst - Specialist Telecommunications	$5,863	234		0.13	$14,244	201		0.11	$12,236
Senior Programmer Analyst (Specialist) (3) SME	$6,447	1,781		1.00	$119,219	1,000		0.56	$66,939
Associate Information Systems Analyst (Specialist) ALM Admin	$5,347	20		0.01	$1,110	10		0.00	$555
Systems Software Specialist I (Tech) ALM Admin/Automation/Performance Testing (2)	$5,862	196		0.11	$11,929	50		0.02	$3,043
Systems Software Specialist II (Technical) Automation/Performance Testing	$6,436	256		0.14	$17,107	40		0.02	$2,673
Senior Information Systems Analyst (Supervisor) Team Manager	$6,770	50		0.02	$3,514	10		0.00	$702
Systems Software Specialist III (Technical) Network Security	$7,070	135		0.07	$9,910	130		0.07	$9,543
Systems Software Specialist I (Tech) System Testing (CFMS & Appointment System)	$5,862	255		0.14	$15,520	40		0.02	$2,434
Staff Information Systems Analyst - Specialist System Testing (CFMS & Appointment System)	$5,863	220		0.12	$13,392	30		0.01	$1,826
Associate Information Systems Analyst (Specialist) System Testing (CFMS & Appointment System)	$5,347	220		0.12	$12,213	30		0.01	$1,665
One-time IT Staff Cost Page Subtotals		**3,595**	**0**	**2.00**	**$235,351**	**1,683**	**0**	**0.90**	**$112,739**

Proposed Solution - One-time IT Staff Costs

Centralized Customer Flow Management, Appointment Systems and Message Boards

One-time IT Staff (Class Title/Division/IT Duties)	Monthly Salary	Fiscal Year 2016/17 Reg Hrs	OT Hrs	PYs	Continued Staff Cost	Fiscal Year 2017/18 Reg Hrs	OT Hrs	PYs	Continued Staff Cost
Executive Division (EXE)									
Senior Information Systems Analyst (Specialist) Managing the Project	$6,447	915		0.51	$61,250	464		0.26	$31,060
Senior Information Systems Analyst (Specialist) Internal Project Oversight	$6,447	223		0.12	$14,927	141		0.07	$9,438
Systems Software Specialist III (Technical) Enterprise Architecture and Security Review for CFMS and Appointment System	$7,070	25		0.01	$1,835	24		0.01	$1,761
Staff Information Systems Analyst - Specialist IPO/ISO CFMS and Appointment System - RFP/Analysis/Design/Test	$5,863	30		0.01	$1,826	30		0.01	$1,826
Administrative Services Division (ASD)									
Training Officer I Training for Trainers	$4,957	55		0.03	$2,830	55		0.03	$2,830
Staff Services Manager I Facilities - Planning & Implementation	$5,695	30		0.01	$1,774	30		0.01	$1,774
Associate Business Management Analyst Facilities - Planning & Implementation	$4,954	750		0.42	$38,581	30		0.01	$1,543
One-time IT Staff Cost Page Subtotals		**2,028**	**0**	**1.1**	**$123,023**	**774**	**0**	**0.40**	**$50,232**

Proposed Solution - One-time IT Staff Costs

Centralized Customer Flow Management, Appointment Systems and Message Boards

One-time IT Staff (Class Title/Division/IT Duties)	Monthly Salary	Fiscal Year 2016/17 Reg Hrs	OT Hrs	PYs	Continued Staff Cost	Fiscal Year 2017/18 Reg Hrs	OT Hrs	PYs	Continued Staff Cost
Field Office Division (FOD)									
Manager V, DMV Project Business Manager	$6,277	1,150		0.64	$74,956	1,166		0.65	$75,999
Manager III, DMV (5) Project Coordination/Implementation Activities	$4,957	3,085		1.73	$158,778	3,223		1.81	$165,880
Manager II, DMV (8) Training & Implementation	$4,121	2,650		1.49	$113,399	3,920		2.20	$167,745
Associate Governmental Program Analyst (3) Training & Implementation	$4,954	1,328		0.74	$68,314	2,778		1.56	$142,905
Staff Services Analyst - General Training & Implementation	$3,698	493		0.27	$18,931	692		0.38	$26,572
Staff Information Systems Analyst - Specialist Testing, Training & Implementation	$5,863	650		0.36	$39,569	692		0.38	$42,125
Assistant Information Systems Analyst (2) Testing, Training & Implementation	$4,078	685		0.38	$29,006	1,686		0.94	$71,394
Communication Programs Division (CPD)									
Staff Services Manager I Oversee & coordinate project activities, make or elevate project related decisions	$5,695	140		0.07	$8,279	10		0.00	$591
Staff Information Systems Analyst - Specialist Oversee & coordinate project activities, make or elevate project related decisions	$5,863	120		0.06	$7,305	20		0.01	$1,217
Associate Information Systems Analyst (Specialist) Maintain schedule, assist with design & supporting documents, act as SME, test application	$5,347	162		0.09	$8,993	20		0.01	$1,110
Associate Governmental Program Analyst Maintain schedule, assist with design & supporting documents, act as SME, test application	$4,954	160		0.08	$8,230	20		0.01	$1,028
One-time IT Staff Cost Page Subtotals		**10,623**	**0**	**5.90**	**$535,760**	**14,227**	**0**	**8.00**	**$696,566**
One-time IT Staff Cost Fiscal Year Totals		**16,246**	**0**	**9.0**	**894,134**	**16,684**	**0**	**9.30**	**859,537**

Proposed Solution - One-time IT Contract Services Costs

Centralized Customer Flow Management, Appointment Systems and Message Boards

One-time Software Customization/Development	Cost Totals by Fiscal Year						
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Vendor Contract to procure/install customized centralized COTS package web-enabled Customer Flow Management and integrated Customer Appointment System (includes all hardware/software - Equipment may be owned by DMV)				$8,695,107			
Total Software Customization/Development	**$0**	**$0**	**$0**	**$8,695,107**	**$0**	**$0**	**$0**
Project Management							
Project Management Consulting Services				$600,000	$600,000	$300,000	
Total Project Management Costs	**$0**	**$0**	**$0**	**$600,000**	**$600,000**	**$300,000**	**$0**
Project Oversight							
IPOC Services		$18,760	$112,560	$112,560	$112,560	$84,420	
Total Project Oversight Costs	**$0**	**$18,760**	**$112,560**	**$112,560**	**$112,560**	**$84,420**	**$0**
Independent Verification & Validation (IV & V) Services							
IV&V Services		$12,000	$73,000	$48,000	$50,500	$40,000	
Total IV&V Costs	**$0**	**$12,000**	**$73,000**	**$48,000**	**$50,500**	**$40,000**	**$0**
Other Contract Services							
Contractor to write the RFP	$231,000	$0	$0	$55,000			
Department of General Services (DGS) administrative charges for RFP	$2,360	$13,230	$28,644	$32,225			
ASP/IVR English /Spanish Script Development, Professional Voice Recording (134 hours @ $180 per hour)				$24,120			
Total Other Services Costs	**$233,360**	**$13,230**	**$28,644**	**$111,345**	**$0**	**$0**	**$0**
One-time IT Contract Services Costs Fiscal Year Totals	**$233,360**	**$43,990**	**$214,204**	**$9,567,012**	**$763,060**	**$424,420**	**$0**

Proposed Solution - One-time IT Data Center Services Costs

Centralized Customer Flow Management, Appointment Systems and Message Boards

One-time Data Center Services	Data Center Costs by Fiscal Year						
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Windows/Microsoft SQL Server Setup Charges for 6 servers (8 hours per server @ $240 per hour)					$11,520		
One-time IT Data Center Services Costs Fiscal Year Totals	**$0**	**$0**	**$0**	**$0**	**$11,520**	**$0**	**$0**

Proposed Solution - One-time IT Agency Facilities Costs

Centralized Customer Flow Management, Appointment Systems and Message Boards

One-time Agency Facilities Costs	Agency Facilities Costs by Fiscal Year					
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Additional Dedicated Electrical Circuits for 33 Existing FOs and 2 New FOs (35 CFMS @ $2,000 each plus tax)				$106,575		
Cable Drops (397 @ $350 each plus tax)				$151,108		
Modular Furniture Reconfiguration parts for 8 FOs (8 FOs @ $5,000 each plus tax)				$43,500		
Cabling to reconfigure MSF (8 FOs @ $1,500 per reconfiguration)				$12,000		
Ceiling/Floor/Wall mount Monitor Installation (estimated 467 monitors @ $350 each - tax included)				$163,450		
Cabling for Monitor to CAT-5E (estimated 510 @ $350 each - tax included)				$178,500		
Speaker & Speaker cabling installation (estimated 1,022 @ $130 each - tax included)				$132,860		
Installation of Barcode Scanner/Printer Devices (172 @ $200 per device)				$34,400		
Installation of IP-based Client Ticket Printers (390 @ $200 per printer)				$78,000		
One-time IT Agency Facilities Costs Fiscal Year Totals	**$0**	**$0**	**$0**	**$900,393**	**$0**	**$0**

Proposed Solution - One-time IT Other Costs

Centralized Customer Flow Management, Appointment Systems and Message Boards

One-time Other Costs	Other Costs for Fiscal Year					
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Lobby Signage (33 FOs @ $100 each plus 8.75% tax)					$3,589	
Client Ticket Printer Paper {1 year supply} (390 Ticket Printers @ $430 per printer per year)					$163,800	
CFMS and CAS - Travel/Per Diem for FOD staff to train End Users and Equipment Installation/Testing (2 Trainers @ 137 sites + 1 Trainer at 50 sites x $977.20 each)						$316,613
ASP/IVR Appointment Application Modifications, Back-end Integration (400 hours @ $240 per hour) (Work order using existing Cal-Net Contract)					$96,000	
ASP/IVR Application Modification/Development (Work order using existing Cal-Net Contract)					$600,000	
One-time IT Other Costs Fiscal Year Totals	**$0**	**$0**	**$0**	**$0**	**$863,389**	**$316,613**

Proposed Solution - Continuing IT Staff Costs

Centralized Customer Flow Management, Appointment Systems and Message Boards

IT Staff (Class Title/Division/IT Duties)	Monthly Salary	Fiscal Year 2015/16			Fiscal Year 2016/17			Fiscal Year 2017/18		
		Reg Hrs	PYs	Staff Cost	Reg Hrs	PYs	Staff Cost	Reg Hrs	PYs	Staff Cost
Information Systems Division										
Systems Software Specialist II (Technical)										
System Maintenance - Updates	$6,564							21	0.01	$1,476
Associate Information Systems Analyst (Specialist)										
System Maintenance - Updates	$5,453							33	0.01	$1,927
Systems Software Specialist III (Technical)										
Database, Server and Application System Administration	$7,212							146	0.08	$11,273
Senior Information Systems Analyst (Specialist)										
Establish user access control, resetting passwords, troubleshooting, coordinate FO repairs	$6,575							150	0.08	$10,559
Field Office Division										
Associate Governmental Program Analyst										
Development of statistical reports, training and technical support	$5,053							341	0.19	$18,448
Administrative Services Division										
Accounting Administrator I, Specialist										
Fiscal costing tracking and review	$5,551							21	0.01	$1,248
Associate Accounting Analyst										
Fiscal costing and tracking	$5,306							42	0.02	$2,386
Continuing IT Staff Cost Fiscal Year Totals		**0**	**0.0**	**$0**	**0**	**0.0**	**$0**	**754**	**0.4**	**$47,317**

Proposed Solution - Continuing IT Staff Costs

Centralized Customer Flow Management, Appointment Systems and Message Boards

IT Staff (Class Title/Division/IT Duties)	Monthly Salary	Fiscal Year 2018/19			Fiscal Year 2019/20			Fiscal Year		
		Reg Hrs	PYs	Staff Cost	Reg Hrs	PYs	Staff Cost	Reg Hrs	PYs	Staff Cost
Information Systems Division										
Systems Software Specialist II (Technical)										
System Maintenance - Updates	$6,564	250	0.14	$17,570						
Associate Information Systems Analyst (Specialist)										
System Maintenance - Updates	$5,453	400	0.22	$23,353						
Systems Software Specialist III (Technical)										
Database, Server and Application System Administration	$7,212	1,750	0.98	$135,119						
Senior Information Systems Analyst (Specialist)										
Establish user access control, resetting passwords, troubleshooting, coordinate FO repairs	$6,575	1,800	1.01	$126,713						
Field Office Division										
Associate Governmental Program Analyst										
Development of statistical reports, training and technical support	$5,053	4,089	2.29	$221,217						
Administrative Services Division										
Accounting Administrator I, Specialist										
Fiscal costing tracking and review	$5,551	250	0.14	$14,857						
Associate Accounting Analyst										
Fiscal costing and tracking	$5,306	450	0.25	$25,562						
Continuing IT Staff Cost Fiscal Year Totals		**8,989**	**5.0**	**$564,389**	**0**	**0.0**	**$0**	**0**	**0.0**	**$0**

Proposed Solution - Continuing IT Contract Services Costs

Centralized Customer Flow Management, Appointment Systems and Message Boards

Continuing Contract Services	Contract Cost Totals by Fiscal Year						
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Vendor Contract for continuing maintenance of CFMS, CAS & Message Boards (includes all hardware and software) F/Y 17/18 - 3 months F/Y 18/19 - 12 months						$170,507	$682,028
Continuing IT Contract Service Costs Fiscal Year Totals	**$0**	**$0**	**$0**	**$0**	**$0**	**$170,507**	**$682,028**

Proposed Solution - Continuing IT Data Center Services Costs

Centralized Customer Flow Management, Appointment Systems and Message Boards

Continuing Data Center Services	Data Center Cost by Fiscal Year						
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Windows/Microsoft SQL Server Maintenance Charges						$21,600	$21,600
Continuing IT Data Center Service Costs Fiscal Year Totals	**$0**	**$0**	**$0**	**$0**	**$0**	**$21,600**	**$21,600**

Proposed Solution - Continuing IT Other Costs

Centralized Customer Flow Management, Appointment Systems and Message Boards

Continuing Other Costs Description	Other Costs by Fiscal Year						
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Client Ticket Printer Paper {1 year supply} (390 ticket printers @ $420 per printer per year)						$163,800	$163,800
Continuing IT Other Costs Fiscal Year Totals	**$0**	**$0**	**$0**	**$0**	**$0**	**$163,800**	**$163,800**

2. OIS Questionnaire

State of California

California Department of Technology

Questionnaire for Information Security and Privacy Components in Feasibility Study Reports and Project-Related Documents

SIMM 20D

June 2014

Questionnaire for Information Security and Privacy Components in Feasibility Study Reports and Project-Related Documents

1.0 INTRODUCTION

The following Questionnaire assists state agencies with describing the information security and privacy components associated with an IT project in its Feasibility Study Reports and other project-related documents. The Office of Information Security reviews these documents to ensure information security and privacy components are addressed by the state agency and provide its recommendations to the Department of Technology.

If any of the answers could be considered sensitive in nature, the agency should address them in a separate addendum marked "Confidential" and included as an attachment to the document.

2.0 DMV INFORMATION PRIVACY OFFICER (IPO) AND SECURITY OFFICER (ISO) ROLES AND RESPONSIBILITIES

1. What are the roles and responsibilities of the IPO and ISO in relationship to this project?

Role of IPO

The DMV's Privacy Protection Office (PPO) will participate in the development of the Request for Proposal (RFP) and Special Project Report (SPR). The PPO will function as a privacy subject matter expert (SME) throughout the system development life cycle, from the planning stage through implementation. To this end, the PPO will conduct an initial privacy questionnaire and a Privacy Threshold Assessment (PTA) to determine whether a Privacy Impact Assessment (PIA) is needed.

PIA's are often conducted on new and modified systems that involve personally identifiable information to ensure that appropriate controls and safeguards are in place regarding the collection, use, sharing and storage of information. The PPO utilizes input from SME's in conducting a PIA in order to identify privacy risks and provide a summary of mitigating actions. This may result in additional system requirements, as well as the development of additional privacy policies, standards and practices.

Role of ISO

The DMV's Information Security Office (ISO) reviewed and provided input on the Feasibility Study Report and will participate in the development of the Request for Proposal and Special Project Report. An ISO representative will function as a SME from the planning phase through implementation of the project. The ISO requires specific documentation from the project team, including an information security risk assessment and information security requirements to ensure safeguards are operational. The ISO also supports projects by developing policies and standards so that project teams have a clear direction.

Will the IPO and ISO be involved in developing and reviewing the security requirements?

IPO – Yes

ISO – Yes

2. Will the ISO be involved in developing and reviewing the security testing efforts?

   Ideally, and in accordance with National Institute of Standards and Technology, a certification should be performed. However, at this time, funds have not been allocated and currently, the ISO staff does not have expertise to certify and accredit this system.

3. Has the IPO and ISO participated in the response to these questions and signed off on the project-related document(s)?

   IPO – Yes

   ISO – Yes

3.0 PROPOSED SYSTEM

1. Who will be the designated owner of the proposed system (system)?

   The designated owner will be the Deputy Director of the Field Operations Division (FOD)

2. Who will be the custodians and users of the system?

   The custodian of the appointment system will be determined once a solution has been proposed. The custodian will either be the Office of Technology (OTech), DMV, or proposed vendor. The users of the system are from FOD and the Communications Program Division (CPD).

3. Has the data for the system been classified by the owner? Explain.

   Yes, the Data Resource Manager has classified the data.

4. Does the project require development of new application code or modification of existing code? Explain.

   The project will be a commercial off-the-shelf application which will require some customization by the vendor in order to meet all business, technical, and functional requirements. Modifications to any DMV appointment applications will be necessary to integrate with the new appointment system.

5. Will your agency share the data for the system with other entities? If so, who?

a. Federal partners - No

b. Local city/county partners - No

c. State agency partners - No

d. Judicial branch - No

e. Universities - No

f. Researchers - No

g. Others - No

6. If data for the system is to be shared with other entities, will your agency implement data exchange agreements with the entities? Explain.

   The data will not be shared.

7. Are there checkpoints throughout the software development life cycle (SDLC) verifying and certifying that the security requirements are being met?

   IPO – Yes. The PPO will be involved throughout the projects SDLC. Checkpoints will be built into the project schedule to ensure privacy controls are in place.

   ISO – Yes

8. At what points will risk assessments be performed throughout the SDLC?

   PPO: A PTA will be conducted during the planning phase of the project. A PTA includes basic questions regarding the nature of the system. Results from the PTA will be used to determine whether a PIA will be required for the project and if so, whether a "full" or "short" version would be most appropriate. The PIA will be conducted during the design phase of the project. This is to ensure that the collection, use, and disclosure of data are used for its intended purposes, and in accordance with current and proposed law or statute.

   ISO: A facilitated risk assessment will be performed during the design phase, in which ISO will act as the SME. The risk assessment will include SMEs from business, technology, and management.

9. At what point will vulnerability assessments be performed once the system is put into production (e.g., ongoing risk management after implementation)?

   PPO: If it is determined that a PIA is needed, it will be reviewed and revised immediately thereafter. A PIA evaluates privacy implications when information systems are created or when existing systems are significantly modified. In reference to the Department, the

purpose of a PIA is to demonstrate that program managers and system owners have sufficiently incorporated privacy protections throughout the development life cycle of the system.

ISO: Once the project is in production, OTech performs regular vulnerability scans for systems housed at the data center. All other required security and risk assessments set forth per State and DMV security policies will be performed as required.

10. Will this system collect federal data? If so, have you yet determined the National Institute for Standards and Technology 800-53 rating (i.e., high / medium / low)?

    No.

11. Does DMV's Five Year IT Capital Plan address information security and privacy as related to this system?

    Yes. The DMV's Five Year IT Capital Plan does address this project, although standard IT Capital Plans do not specifically address information security and privacy in relation to specific systems.

3. Complexity Assessment

Project Name: Centralized Customer Flow and Appointment Systems

Technology Agency Project #: 2740-191
Department: DMV
Revision Date: 3/4/15

Complexity Assessment

Business Complexity

Instructions: On a scale of .5 - low to 4-high (0 = N/A), rate each applicable attribute and compute the Business Complexity by dividing the total by the number of items rated above zero. *[Notes: Business and technical complexity will be computed automatically in this worksheet, using the ratings you enter. Move your pointer over each attribute cell, marked with a red triangle, to see a definition of the attribute.]*

Low Complexity 0 1 2	Business Attribute 3	High Complexity 4	Rating
Static	**Business rules**	Changing	**2**
Static	**Current Business Systems**	Changing	**2**
Known and Followed	**Decision Making Process**	Not Known	**1.5**
Low	**Financial Risk to State**	High	**2.5**
Local	**Geography**	State Wide	**4**
Clear and Stable	**High Level Requirements**	Vague	**2**
Few & Routine	**Interaction with Other Departments and Entities**	Many and New	**2**
None	**Impact to Business Process**	High	**2**
Few & Straight Forward	**Issues**	Multiple & Contentious	**1.5**
High	**Level of Authority**	Low	**1.5**
Clear	**Objectives**	Vague	**1.5**
Established	**Policies**	Non-existent	**1**
Minimal	**Politics**	High	**2**
Familiar	**Target Users**	Unfamiliar	**2**
Experienced	**Project Manager's Experience**	Inexperienced	**0.5**
Experienced	**Team**	Inexperienced	**0.5**
Loose	**Time Scale**	Tight	**3**
Low	**Visibility**	High	**4**
		Total:	35.5
		Complexity:	2.0

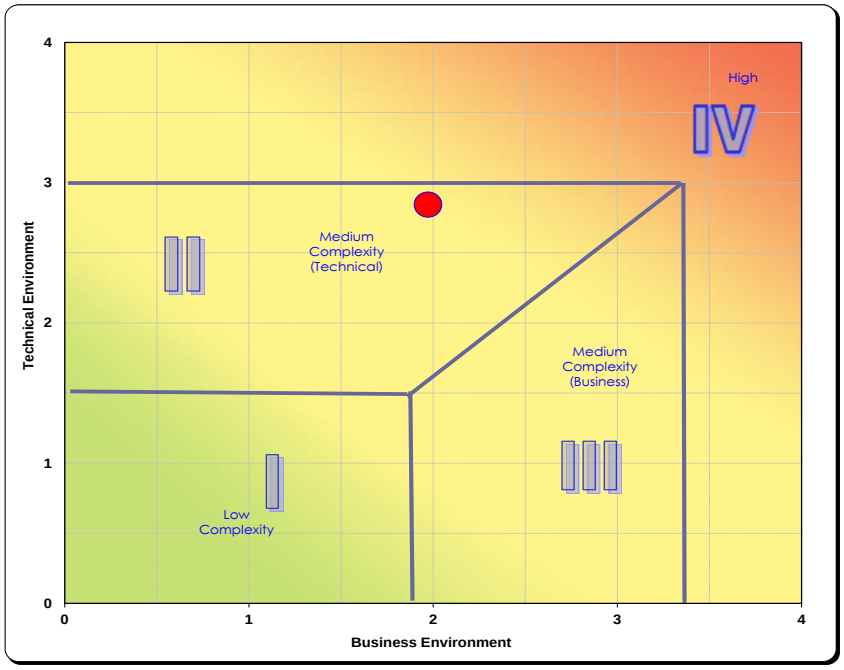
Technical Complexity

Instructions: On a scale of 0-low to 4-high, rate each applicable attribute and compute the Technical Complexity by dividing the total by the number of items rated above zero. Use the definitions in the student notebook for clarity.

Low Complexity	Technical Attribute	High Complexity	Rating
0 1 2	3	4	
Local	**Communications**	State wide	**4**
Established	**Delivery Mechanism**	New	**2**
Local	**Geography**	State wide	**4**
Proven	**Hardware**	New	**1**
Stand-alone	**Level Of Integration**	Tightly Integrated	**4**
Proven/Stable	**Networks (L/W)**	New	**3**
In place	**New Technology Architecture**	Not in place	**4**
9-5, Mon-Fri	**Operations**	24-hour, 7-day	**4**
Expert	**PM Technical Experience**	Novice	**1**
Established and in use	**Scope Management Process**	None	**0.5**
Light	**Security**	Tight	**4**
Proven	**Software**	New	**4**
Established and In Use	**Standards And Methods**	None	**0.5**
Experienced	**Team**	Inexperienced	**1.5**
High	**Tolerance To Fault**	Low	**4**
Low	**Transaction Volume**	High	**4**
		Total:	45.5
		Complexity:	2.8

Complexity Diagram

Instructions: Plot your project in the appropriate complexity zone.
[Note: Your project will be plotted automatically in this worksheet, using the values computed in the previous tables.]



Scores		
	Business Complexity	**2.0**
	Technical Complexity	**2.8**

Suggested Project Manager Skill Set Guidelines

	Complexity		Duration		Budget		Resources	
○	Zone 1	○	< 6 months	○	<$500K	○	< 5
◉	Zone II, Medium Zone III, Medium	○	< 1 year	○	<$1M	○	<10
○	Zone II, High Zone III, High	○	>1 year; < 3 years	○	>$1M; <$5M	○	11 – 20
○	Zone IV	◉	>3 years; <10 years	◉	>$5M; <$100M	○	21 – 40
		○	>10 years	○	>$100M	◉	40+

PM Level: 2

Experience: 3 – 5 years as a key team member on a medium or large IT project or as a Project Manager on small or medium IT project. Technical experience commensurate with the proposed technology.

Professional Knowledge: Strong working knowledge of the CA-PMM, department's methodology, Software Development Life Cycle. Familiar with CA Budgeting, Procurement and Contracting processes.

For Oversight Purposes:
Zone I = Low Criticality/Risk
Zones II and III = Medium Criticality/Risk
Zone IV = High Criticality/Risk

Assess the complexity of the project periodically: every two - three months and/or at the conclusion of each phase

4. Configuration and Change Control Management Plan

Centralized Customer Flow Management and Appointment System

(CCFMAS)

Configuration And Change Control Management Plan

August 2012

Version 1.0

DOCUMENT REVISION RECORD

REVISION RECORD				
REVISION DATE	**AUTHOR**	**VERSION #**	**REASON FOR CHANGE**	**REVISED SECTION(S)**
8/21/2012	Mike Kramer	1.0	Initial document	

1.0 Introduction

1.1 Purpose

The Configuration/Change Control Management Plan describes the processes for managing configuration items (CI) that are pertinent to the Centralized Customer Flow Management and Appointment System Project. This includes managing software modules, managing and controlling releases to different system environments, managing documentation, managing work authorizations, managing changes, and participating on the Change Control Board. This plan also describes how changes are to be coordinated within the project and organization. The plan addresses how the Centralized Customer Flow Management and Appointment System project will ensure that the changes are beneficial, determine how the change will occur, and manage the changes as they occur.

The overall objective of this Plan is to inform project stakeholders about Configuration and Change Management within the project, the tools that will be used, and how they will be applied to promote success. The Centralized Customer Flow Management and Appointment System Configuration/Change Management Plan defines the project's structure and methods for:

- Identifying, defining, and baselining configuration items (hardware and software components) and project changes
- Controlling modifications and releases of configuration items (CIs)
- Reporting and recording status of CIs and any requested modifications and changes
- Ensuring completeness, consistency, and correctness of CIs and changes
- Controlling storage, handling, and delivery of the CIs and other project changes

The intended audience of the Configuration Management Plan is the project manager, project team, project sponsor and any senior leaders whose support is needed to carry out communication plans.

The Configuration and Change Control Management process will be managed in accordance with the DMV PM Methodology and the California Technology Agency CA-PMM guidelines.

1.2 Document Maintenance

This document will be reviewed annually and updated as needed, as a project proceeds through each phase of the system development life cycle.

This document contains a revision history log. When changes occur, the version number will be updated to the next increment and the date. In addition, the person making the change and change description will be recorded in the revision history log as well.

1.2.1 Project Centralized Document Repository

All project documentation will be stored in the DMV Enterprise Project Management (EPM) tool via SharePoint.

1.3 General Project Acronyms

CA-PMM	California Project Management Methodology
CTA	California Technology Agency
DMV	Department of Motor Vehicles
EPM	Enterprise Project Management
EPMO	Enterprise Project Management Office
FSR	Feasibility Study Report
SPR	Supplemental Project Report

2. Configuration Management

2.1 Approach

The project's Configuration Management approach is applied through control of changes made to hardware, software, firmware, documentation, test, test fixtures, and test documentation throughout the life cycle of an information system to maintain consistency and integrity, as described below.

- Configuration tools (i.e. Computer Aided Software Engineering (CASE) Tools) that will be used to manage configuration items (CI).
- Build engineering Software modules, hardware, and documentation are controlled, baselines are established and versions are controlled.
- Source code management Source code control systems are used to authenticate and log the team member that is associated with all changes to the software baseline and related configuration and build files.
- Release engineering Other systems, applications, or software modules are formally controlled and introduced, including patch management (this applies to system software such as operating systems, or database management systems).
- Deployment Change requests to the baseline configuration items are submitted, evaluated, approved or disapproved, and implemented.
- Work authorizations are managed, tested, and introduced into production.
- Changes that affect system interfaces are communicated and coordinated with the interfacing systems (e.g., eligibility systems) or organizations.
- Configurations of the different development, test, and production environments are controlled and synchronized.
- Status of configuration management activities is communicated on any changes that may have an effect on the project.
- Configuration and Change Management documentation (e.g., deliverables) are periodically updated and stored in the DMV Enterprise Project Management (EPM) tool.

2.2 Organization

The Project Manager is responsible for facilitating or executing the configuration management process to officially change, add or delete new change items in the repository.

2.3 Configuration Items

The following items will be placed under Configuration Management.

- To be determined.

2.4 Configuration Identification

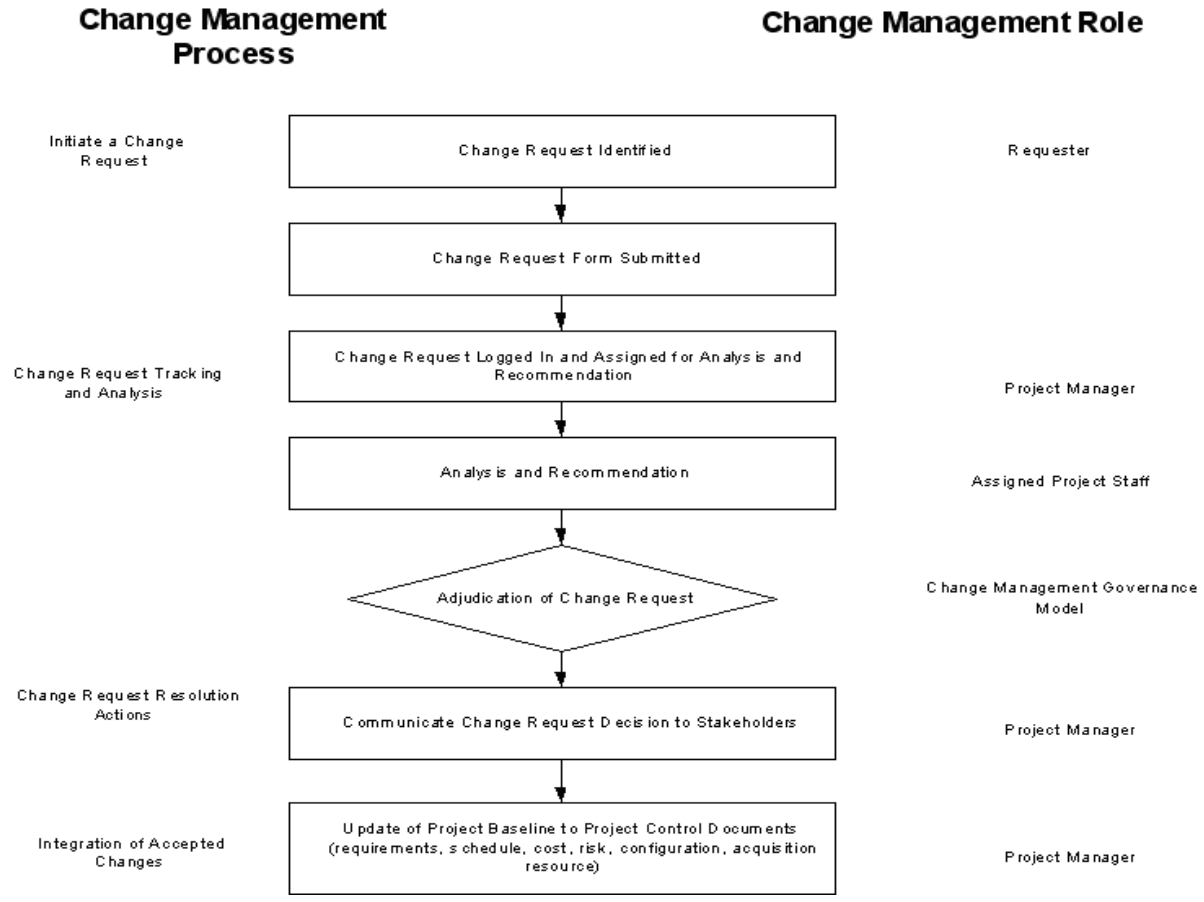
Documents will be stored in EPM in the appropriate SDLC Library. Baseline documents must be labeled with the revision 1 on the filename. CIs must contain a change log within the document.

2.5 Configuration Control

EPM Configuration Management tools used for changing baselines will need to follow the defined Change Control process. The EPM Change Management will act as the log for all managed configuration items.

3. Change Management

Changes occur in many forms – oral or written, direct or indirect, externally or internally initiated, and legally mandated or optional. Changes are reviewed, negotiated, and communicated to all affected parties



3.1 Change Management Responsibilities

3.1.1 Project Manager

The Project Manager is responsible for facilitating or executing the change management process to officially change, add or delete new requirements to the scope, schedule, cost and resources.

The Project Manager is responsible to:

- Receive and log change requests within EPM.
- Monitor project and recognize changes that result from realized risks and issues.
- Track and facilitate the timely evaluation of change requests
- Track and facilitate timely decisions on changes.
- Incorporate changes into the appropriate project documents
- Communicate changes to the project team and others as the communication plan below dictates
- Report change management activity as outlined in the reporting section below
- Analyze patterns in change requests to identify underlying systemic causes
- Ensure that the evaluation team is appropriately staffed and has the appropriate expertise to analyze the requirements in the change queue

3.1.2 Change Requester

The change requestor is any key stakeholder or team member and may submit a project change request by following the submittal process.

3.1.3 Lead Change Evaluator

The lead change evaluator is responsible to:

- Organize and perform the timely and adequate evaluation of changes in terms of their impacts on project deliverables and constraints
- Outline options and recommend courses of action and priorities for changes
- Ensure that appropriate expertise is brought in as part of the evaluation of all changes

3.1.4 Change Evaluators

Change evaluators work under the direction of the lead evaluator to:

- Apply their particular expertise and judgment to the evaluation of changes assigned to them
- Develop options and recommend courses of action for these changes

3.1.5 Change Decision Maker

The change decision maker (Project Manager, Project Sponsor, Project Steering Committee, or Change Control Board) is responsible to:

- Approve, reject, or park changes
- Request further evaluation if insufficient information is available to support the decision

3.2 Scope Change/Requirements Management

The Scope Management Plan is used to define and manage the scope of the project in support of and consistent with the project objectives throughout the life of the project.

The project's change management process must be used to manage and document deletions, modifications and additions to the original project scope. Changes must be reviewed and approved by the project's Change Control Board. The project manager will document impact of scope changes in the affected project documentation, including the project charter, the project schedule and resource management documentation.

In summary, the plan for Requirements Management is to:

- Identify stakeholders and gather, validate, prioritize, and document stakeholder needs and constraints,
- Transform needs into high-level requirements, evaluate and correct deficiencies, validate findings with stakeholders
- Prepare a matrix for tracing requirements,
- Assign and categorize the high-level requirements to products, refine the high-level requirements to obtain greater precision and detail, and validate that the detailed requirements align with the high-level requirements,
- Verify through each phase of the project that the end product or deliverable meets the requirements specifications, i.e. the code meets the design specification.

3.3 Schedule Change Management

The PM is responsible for the development and maintenance of the project schedule and for all tasks associated with the project. Bi-weekly updates will be made to the project schedule. The project schedule will contain the following elements:

- Percent complete for all tasks
- Milestones and Deliverables
- Tasks and Sub-Tasks, Including Dependencies and "Critical Path"
- Resources per Task
- Baseline Start/Finish Dates
- Planned Start/Finish Dates
- Actual Start/Finish Dates

3.4 Cost Change Management

Cost Management is tracked in the EPM tool and reported as part of the monthly project updates presented in the Director's Briefings and in the CA-PMM Project Status Report. DMV staff hours, contractor invoices, Department of General Services (DGS), and OTech costs will be tracked monthly and updated in the EPM cost tracking tool.

Any change that increases project costs more than 10% over the planned project budget for a single fiscal year will result in a Special Project Report, requiring the formal documented approval of the Project Sponsor, the Director, and the California Technology Agency.

3.5 Business Transition Change Management

Describe how the business transition activities of the project will be developed, organized, and managed. The project business transition team needs to know what roles and responsibilities they will have and what will be standardized.

3.6 Change Request Form

Change requests will be submitted to the project manager via the change request form. The Project Manager will coordinate all activity related to a change request and will share weekly status updates with the team and management. Once the change has been implemented, it will be closed. Any project team member may submit a change request when a potential change is identified or a risk trigger occurs

1. The Team Member desiring the change or a person assigned by the Project Manager (the change may come from management outside the project team) will provide, to the Project Manager, a brief written description of the proposed change and the anticipated project and/or departmental impact.
2. Project Manager will assign the change proposal to a team member for further investigation, and enter the information into the EPM. The analysis will include a thorough description of impact, justification for making the change, and recommended action.
3. Project Manager will print a Change Request Form from the EPM database including all information gathered to that point. The request form will be sent to the Project Sponsor and project Director for review, resolution, and signature. The Project Manager will sign the form and inform the project team of the outcome.
4. Project Manager will update the Change Control Request and any affected project documents including but not limited to the project charter and schedule.

General Rules

1. All change requests will go through a team impact analysis.
2. The executive sponsor must approve changes involving additional cost.
3. Any change request forwarded to the executive sponsor by the project manager will also be forwarded to any associated managers.
4. The project sponsor may approve changes impacting only the project's timeline.
5. The project manager may approve changes having little or no impact to the project. The project manager will notify the project sponsor of these approvals. The project manager will assess when the project can no longer absorb low impact requests at which point these requests will be forwarded to the project sponsor for consideration.

6. Project team members will not unilaterally commit to changes or incorporate changes into project deliverables.

7. The Project sponsor will not commit to any change to project deliverables before the impact of the change is quantified.

8. End users cannot approve change requests.

9. Any change requests remaining in "on hold" status at the end of the project will be addressed in the project's Maintenance & Operations Transition Plan.

10. New change requests and change request status will be included in the project status report.

11. The time may come in the project when committing resources to perform impact analyses on change requests will negatively impact the project's timeline. The project sponsor will be asked to make a priority decision when this happens.

APPENDICIES

APPENDIX A – CHANGE REQUEST FORM

To Be Completed By Requesting Organization:

DEPARTMENT:			
DIVISION / BRANCH:		**DATE OF REQUEST:**	
PRIMARY CONTACT PERSON:		**E-MAIL ADDRESS:**	
PRIMARY'S PHONE:		**PRIMARY'S FAX:**	
BACKUP CONTACT PERSON:		**BACKUP'S PHONE:**	
PROJECT NAME:			
CHANGE REQUEST TITLE:			

TYPE: *(Choose one)* **DATE CHANGE NEEDED BY:** _____

☐ Enhancement (i.e., new or changed requirement)

☐ Problem (i.e., does not conform to existing requirements)

CRITICALITY: *(Choose one)*

☐ 1 – Critical: Work stoppage or severe impact on productivity has occurred; solution needed immediately.

☐ 2 – High: Work stoppage or severe impact on productivity is eminent; solution needed before that point is reached.

☐ 3 – Medium: Impact on productivity is expected; work-around has been identified; solution is needed.

☐ 4 – Low: Impact on productivity is minimal; solution is needed.

CHANGE REQUEST: *(Describe the requested change and why it is necessary. Provide details on all aspects of the change.)*

IMPACT: *(Describe impact of change including costs and benefits. Describe impact if change is not made.)*

PROPOSED POSSIBLE SOLUTION:

PROPOSED CHANGE IMPACT: ***(Choose one)***

☐ Statewide

☐ Local Organization Name of Organization:

COMMENTS:

To Be Completed after review and approval (by Project Manager, Project Director, Project Sponsor, Project Steering Committee, or the Change Control Board)	
☐ **Approved** ☐ **Denied** ☐ **Other** **Reason:**	
Signature/Title:	**Date:**

5. CCFMAS Deliverables

Deliverable	SPR2 Estimated Start Date	SPR2 Estimated Finish Date	Last Approved Start Date	Last Approved Finish Date	% Complete
Develop Charter Design	7/3/2012	8/28/2012	7/3/2012	8/28/2012	100%
Prepare ITPP and SOW	7/2/2012	8/13/2012	7/2/2012	8/13/2012	100%
Establish Core Team Members Component	7/30/2012	7/30/2012	7/30/2012	7/30/2012	100%
Document Requirements	11/16/2012	1/17/2013	11/16/2012	1/17/2013	100%
Compile Complete Draft RFP	1/16/2013	1/16/2013	1/16/2013	1/16/2013	100%
Develop Final RFP based on DGS Review	3/27/2013	4/10/2013	3/27/2013	4/10/2013	100%
Finalize RFP based on Department of Technology review	6/21/2013	7/23/2013	6/21/2013	8/27/2013	100%
Develop SPR	8/26/2013	9/16/2013	8/26/2013	9/16/2013	100%
Develop Draft Evaluation and Scoring Plan	1/18/2013	2/8/2013	1/18/2013	2/8/2013	100%
Prepare Q and A and Addendum 2 for DMV and Department of Technology approval and Publish	3/11/2014	4/30/2014	2/21/2014	3/20/2014	100%
Prepare Q and A and Addendum 3 for DMV and Department of Technology approval and Publish	4/24/2014	5/9/2014	4/7/2014	4/24/2014	100%
Compile issues for draft proposals received and review issues with Department of Technology	6/20/2014	6/23/2014	6/6/2014	6/13/2014	100%
Addendum 4 to Change Final proposal Date	7/10/2014	7/10/2014	7/10/2014	7/10/2014	100%
Prepare Q and A and Addendum 5 for DMV and Department of Technology approval and Publish	7/9/2014	7/18/2014	7/9/2014	7/18/2014	100%
Finalize RFP	11/3/2014	11/14/2014	11/3/2014	11/7/2014	100%
Prepare Response to Bidder Questions	2/2/2015	2/6/2015	2/2/2015	2/6/2015	100%

Deliverable	SPR2 Estimated Start Date	SPR2 Estimated Finish Date	Last Approved Start Date	Last Approved Finish Date	% Complete
Prepare Addendum 3	2/2/2015	3/30/2015	2/2/2015	3/30/2015	25%
Develop SPR2	2/24/2015	3/16/2015	2/24/2015	3/16/2015	100%
Compile aggregate score for ea. bidder on administrative and tech requirements and draft Pre E and SR	7/7/2015	7/7/2015	8/8/2014	8/14/2014	0%
Evaluate and Score Cost Proposals, apply preferences and determine winner	7/27/2015	7/28/2015	8/29/2014	9/5/2014	0%
Revise SOW	1/11/2013	1/23/2013	1/11/2013	1/23/2013	100%
Develop Agenda	5/7/2013	5/7/2013	5/7/2013	5/7/2013	100%
Create Participant Guidelines	5/10/2013	5/10/2013	5/13/2013	5/13/2013	100%
Develop Project Management Plan	10/30/2012	11/29/2012	10/30/2012	11/29/2012	100%
Develop Communications Management Plan	10/30/2012	10/30/2012	10/30/2012	10/30/2012	100%
Develop Configuration Change Control Management Plan	10/30/2012	11/13/2012	10/30/2012	11/13/2012	100%
Develop Contract Management Plan	10/30/2012	11/13/2012	10/30/2012	11/13/2012	100%
Develop Cost Management Plan	10/30/2012	11/13/2012	10/30/2012	11/13/2012	100%
Develop Human Resource Management Plan	10/30/2012	11/13/2012	10/30/2012	11/13/2012	100%
Develop Quality Management Plan	10/30/2012	11/13/2012	10/30/2012	11/13/2012	100%
Develop Risk Management Plan	10/30/2012	11/13/2012	10/30/2012	11/13/2012	100%
Develop Schedule Management Plan	10/30/2012	11/13/2012	10/30/2012	11/13/2012	100%
Develop Scope Management Plan	10/30/2012	11/13/2012	10/30/2012	11/13/2012	100%
Planning Phase Go / No-Go	9/25/2015	9/25/2015	10/27/2014	10/27/2014	0%
Planning Lessons Learned Report	9/25/2015	9/25/2015	10/27/2014	10/27/2014	0%
Develop Use Cases for CQS and CAS	10/29/2015	11/12/2015	12/3/2014	12/16/2014	0%
Develop As-Is To-Be	11/13/2015	11/30/2015	12/17/2014	12/31/2014	0%
Perform GAP Analyses	12/1/2015	12/14/2015	1/2/2015	1/15/2015	0%
Prepare Business Requirements Documentation	9/11/2014	4/6/2015	9/11/2014	11/26/2014	4%

Deliverable	SPR2 Estimated Start Date	SPR2 Estimated Finish Date	Last Approved Start Date	Last Approved Finish Date	% Complete
Prepare System Requirements Specifications Documentation	11/13/2015	11/30/2015	8/18/2014	8/29/2014	0%
Prepare for Testing Strategy Activities	11/4/2015	11/18/2015	12/9/2014	12/22/2014	0%
Evaluate Privacy Risk Assessment for Analysis Phase	10/29/2015	11/30/2015	12/3/2014	12/31/2014	0%
Evaluate Security Risk Assessment for Analysis Phase	10/29/2015	11/25/2015	12/3/2014	12/30/2014	0%
Analysis Lessons Learned Report	2/4/2016	2/4/2016	4/3/2015	4/3/2015	0%
Analysis Phase Go / No-Go	2/4/2016	2/4/2016	3/16/2015	3/16/2015	0%
Create Design Documentation	2/5/2016	3/21/2016	3/17/2015	4/29/2015	0%
Develop CAS Migration Plan	2/5/2016	3/4/2016	3/17/2015	4/14/2015	0%
Incorporate Design Documentation into Traceability Matrix	3/22/2016	3/23/2016	4/30/2015	5/1/2015	0%
Develop Detailed List by FO as to Status for New CQS	2/5/2016	3/4/2016	3/17/2015	4/14/2015	0%
Develop Implementation plan	3/24/2016	5/19/2016	5/4/2015	6/29/2015	0%
Create System Test Plan Mapped to Traceability Matrix	5/20/2016	5/23/2016	6/30/2015	7/1/2015	0%
Create Regression Test Plan Mapped to Traceability Matrix	5/24/2016	5/25/2016	7/2/2015	7/6/2015	0%
Create Performance Test Plan Mapped to Traceability Matrix	5/26/2016	5/27/2016	7/7/2015	7/8/2015	0%
Create Web Penetration Test Plan Mapped to Traceability Matrix	5/31/2016	6/1/2016	7/9/2015	7/10/2015	0%
Create User Acceptance Test Plan Mapped to Traceability Matrix	6/2/2016	6/8/2016	7/13/2015	7/17/2015	0%
Create Unit and Vulnerability Test Plan	6/9/2016	6/10/2016	7/20/2015	7/21/2015	0%
Create Integration Test Plan	6/16/2016	6/17/2016	7/27/2015	7/28/2015	0%
Design Lessons Learned Report	6/23/2016	6/27/2016	8/3/2015	8/5/2015	0%
Design Phase Go / No-Go	6/28/2016	6/28/2016	8/6/2015	8/6/2015	0%
Create Test Data for Reporting	6/29/2016	7/13/2016	8/7/2015	8/20/2015	0%
Prepare System Test Scripts	5/17/2016	5/20/2016	6/25/2015	6/30/2015	0%

Deliverable	SPR2 Estimated Start Date	SPR2 Estimated Finish Date	Last Approved Start Date	Last Approved Finish Date	% Complete
Prepare Regression Test Scripts	5/24/2016	5/27/2016	7/2/2015	7/8/2015	0%
Prepare Performance Test Scripts	6/1/2016	6/6/2016	7/10/2015	7/15/2015	0%
Prepare Web Penetration Test Scripts	6/8/2016	6/13/2016	7/17/2015	7/22/2015	0%
Prepare User Acceptance Test Scripts	6/15/2016	6/20/2016	7/24/2015	7/29/2015	0%
Prepare Training Plan Draft	6/22/2016	6/27/2016	7/31/2015	8/5/2015	0%
Develop Implementation Plan	5/19/2016	5/19/2016	6/29/2015	6/29/2015	0%
Develop Organizational Change Management Plan	5/20/2016	5/26/2016	6/30/2015	7/7/2015	0%
Prepare System Software Documentation	6/6/2016	6/10/2016	7/15/2015	7/21/2015	0%
Incorporate System Software Solution into Traceability Matrix	6/14/2016	6/14/2016	7/23/2015	7/23/2015	0%
Build Lessons Learned Report	10/4/2016	10/5/2016	11/12/2015	11/13/2015	0%
Build Phase Go / No-Go	10/6/2016	10/6/2016	11/16/2015	11/16/2015	0%
Testing Results	3/10/2017	3/10/2017	3/21/2016	3/21/2016	0%
Incorporate Testing Results into Traceability Matrix	3/13/2017	3/13/2017	3/22/2016	3/22/2016	0%
Update User Acceptance Test Scripts	3/14/2017	3/14/2017	3/23/2016	3/23/2016	0%
Update Training Plan	10/7/2016	10/7/2016	11/17/2015	11/17/2015	0%
Develop Training Materials	10/11/2016	10/11/2016	11/19/2015	11/19/2015	0%
Test Lessons Learned Report	4/3/2017	4/3/2017	4/12/2016	4/12/2016	0%
Test Phase Go / No-Go	4/4/2017	4/4/2017	4/13/2016	4/13/2016	0%
Finalize Training	4/5/2017	9/20/2017	4/14/2016	9/29/2016	0%
Appointment System Rollout	4/5/2017	5/19/2017	4/14/2016	5/18/2016	0%
Pilot GO / NO-GO	6/30/2017	6/30/2017	6/22/2016	6/22/2016	0%
CQS PILOT COMPLETE	6/30/2017	6/30/2017	6/22/2016	6/22/2016	0%
Stage 1 Lesson Learned	8/4/2017	8/4/2017	7/20/2016	7/20/2016	0%
Stage 1 GO / NO-GO	8/4/2017	8/4/2017	7/20/2016	7/20/2016	0%
Stage 2 Lesson Learned	9/8/2017	9/8/2017	8/17/2016	8/17/2016	0%
Stage 2 GO / NO-GO	9/8/2017	9/8/2017	8/17/2016	8/17/2016	0%
Stage 3 Lesson Learned	10/13/2017	10/13/2017	9/15/2016	9/15/2016	0%

Deliverable	SPR2 Estimated Start Date	SPR2 Estimated Finish Date	Last Approved Start Date	Last Approved Finish Date	% Complete
Stage 3 GO / NO-GO	10/13/2017	10/13/2017	9/15/2016	9/15/2016	0%
Stage 4 Lesson Learned	11/17/2017	11/17/2017	10/13/2016	10/13/2016	0%
Stage 4 GO / NO-GO	11/17/2017	11/17/2017	10/13/2016	10/13/2016	0%
Stage 5 Lesson Learned	12/29/2017	12/29/2017	11/10/2016	11/10/2016	0%
Stage 5 GO / NO-GO	12/29/2017	12/29/2017	11/10/2016	11/10/2016	0%
Post Implementation Acceptance	1/2/2018	3/28/2018	11/14/2016	5/9/2017	0%
Lessons Learned Report	3/29/2018	3/30/2018	5/10/2017	5/11/2017	0%

ACRONYMS

Acronyms	Description
AIMS	Agency Information Management Strategy
Cal-Q	California Qualified
CA-PMM	California Project Management Methodology
CAS	Customer Appointment System
CCFMAS	Centralized Customer Flow Management and Appointment System
COTS	Commercial off-the-Shelf Software
CFMS	Customer Flow Management System
CIO	Chief Information Officer
CQS	Customer Queuing System
DMV	Department of Motor Vehicles
EAWs	Economic Analysis Worksheet(s)
EPPM	Enterprise Project & Portfolio Management
FO	Field Office
FOD	Field Operations Division
FSR	Feasibility Study Report
FY	Fiscal Year
IEEE	Institute of Electrical and Electronics Engineers
IPO	Information Privacy Office
IPOR	Independent Project Oversight Report
ISD	Information Systems Division
ISO	Information Security Office
IV&V	Independent Verification and Validation
PIA	Privacy Impact Assessment
PMBOK	Project Management Body of Knowledge
PPO	Privacy Protection Office
PTA	Privacy Threshold Assessment
PY	Personnel Year
RFP	Request for Proposal
SAM	State Administrative Manual
SDLC	Software Development Life Cycle
SIMM	Statewide Information Management Manual
SITP	Strategic Information Technology Plan
SPR	Special Project Report
TRP	Technology Recovery Management Program